

Sales Management

THE MAGAZINE OF MARKETING

Is
There
a
Hole
in
Your
Corporate
Image?

Page 33

ALSO IN THIS ISSUE . . .

Your Best Prospects:
Your Present Customers!

Why Walworth Talks So Much

Big Wheels at Reliance
"Assistants" to the Salesmen

Hallelujah . . . It's Our Ball!

**TO 6,000,000
WOMEN**

#

ONE

**FOR THE
MONEY**

EVERY MONTH—for years—greater and greater numbers of women have eagerly bought Ladies' Home Journal because they're interested in what's in the Journal. And now, for the last three months of this year, Journal average circulation will go past 6,000,000!

ADVERTISING MEN are interested in what they get out of the No. 1 magazine for women. To them,

Ladies' Home Journal means business. That's why, in the first 9 months of 1959, the Journal gained 52 advertising pages—a 17% revenue gain—over last year. That's also why the Journal continues No. 1 in the Food, Drugs and Remedies, and Home Furnishings fields and many others. Predictions are high for the next year, too. It's because womanpower plus Journalpower equals salespower.



*Never underestimate the power of
the No. 1 magazine for women...*

Ladies' Home JOURNAL

A CURTIS PUBLICATION

NO. 1 IN CIRCULATION ★ **NO. 1** IN NEWSSTAND SALES ★ **NO. 1** IN ADVERTISING

Is advertising keeping up with the customers?

The brain that can find a lost meson or send a monkey into space is going to get pretty fidgety if it tunes in advertising that was aimed at a less informed and more naive generation.

But mental maturity isn't confined to a few thought leaders any longer.

The number of persons, ages 5 to 24, who are in school has risen from 26 million to more than 45 million since 1940. During the same period, the percentage of people over 25 who have completed four years of college has nearly doubled. And it is estimated that by 1970 there will be 11 million college graduates in this country.

If advertising hopes to sell to the consumer of the "Grown-up Sixties", it needs to do a little growing up on its own hook.

In the Sixties, more than ever before, advertising that talks down to people will wind up beneath their notice.



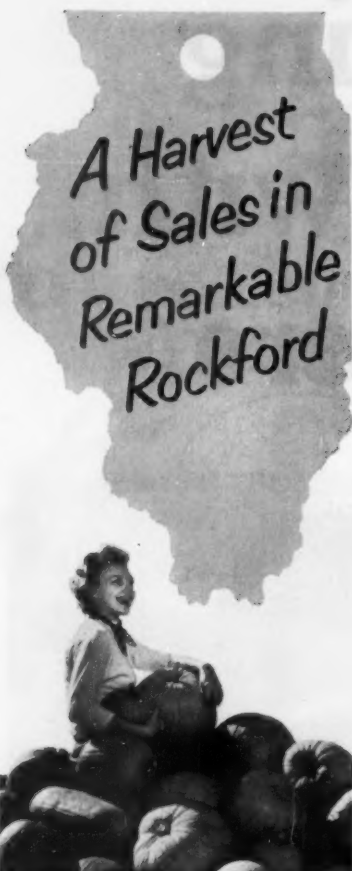
We work for the following companies: ALLSTATE INSURANCE COMPANIES • AMERICAN MINERAL SPIRITS CO. • ATCHISON, TOPEKA & SANTA FE RAILWAY CO. • BROWN SHOE COMPANY • CAMPBELL SOUP COMPANY • CHRYSLER CORPORATION • COMMONWEALTH EDISON COMPANY AND PUBLIC SERVICE COMPANY • THE CRACKER JACK CO. • THE ELECTRIC ASSOCIATION (Chicago) • GREEN GIANT COMPANY • HARRIS TRUST AND SAVINGS BANK • THE HOOVER COMPANY • KELLOGG COMPANY • THE KENDALL COMPANY • THE MAYTAG COMPANY • MOTOROLA INC. • PHILIP MORRIS INC. • CHAS. PFIZER & CO., INC. • THE PILLSBURY COMPANY • THE PROCTER & GAMBLE COMPANY • THE PURE OIL COMPANY • THE PURE FUEL OIL COMPANY • STAR-KIST FOODS, INC. • SUGAR INFORMATION, INC. • SWIFT & COMPANY • TEA COUNCIL OF THE U. S. A., INC.



LEO BURNETT CO., INC.

CHICAGO, Prudential Plaza • NEW YORK • DETROIT • HOLLYWOOD • TORONTO • MONTREAL

Sales Management September 18, 1959 1



You can join the long list of advertisers who are harvesting sales through advertising in Rockford's daily newspapers. Automotive advertisers in the first six months, for instance, increased their lineage in these newspapers 33-1/3% while the rest of the state showed a decrease. The rich Rockford market (No. 1 in Illinois outside Chicago) had over \$25 million in retail sales during May . . . and even greater sales may be expected in the months ahead. Be sure you get your share!

Write for Tear-Sheets of
Latest Test Campaign



Sales Management

THE MAGAZINE OF MARKETING

September 18, 1959

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HIGHLIGHTS

WHOSE TEAM ARE YOU ON?

You may be playing for the competition if you don't remember that customers—like women—have to be reminded that you love them. **Page 82**

YOUR COMPANY'S 'PERSONALITY' IS SHOWING

It may not even be the true personality, but if it's what the public feels about you it can help or hurt your sales picture drastically. So make sure you're not like Airline Y—with services practically identical to X and Z, but strangely handicapped by a "slightly shabby" public image. **Page 33**

THOSE SMUG SALESMEN FROM SPALDING . . .

. . . weren't so smiley a while ago when the "mystery golf ball" invaded their market. But the old assurance came back fast after A. G. Spalding & Bros. revealed its secret in this novel new-product advertising campaign. **Page 36**

THE CALL FOR 'SABRE' . . .

. . . brings Reliance Electric and Engineering Co. executives running to join salesmen. Here's a program of top brass-sales cooperation that pays richly in improved customer relations, more effective sales operations. **Page 112**

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sell a
QUARTER
of a
MILLION

- ☒ professional businessmen
- ☒ discriminating buyers
- ☒ community leaders
- ☒ sports enthusiasts
- ☒ frequent travelers
- ☒ independent investors
- ☒ home-owners



sell a quarter
of a million
DOCTORS
every other
week in the

AMA
NEWS

The Doctor's own Newspaper

Published by the

American Medical Association

535 North Dearborn St., Chicago 10, Illinois

Make your
**BUSINESS
GIVING**
in '59

**SIMPLE and
PRACTICAL
REMEMBERED
and
APPRECIATED**

GIVE
Airguide
**WEATHER
INSTRUMENTS**

Whether it's a barometer that forecasts weather, a thermometer and humidity indicator that shows comfortable air conditions . . . more than 40 models from which to choose. The gift that is just right for your business friends . . . whether it's for home or office, individual or family . . . whether it's for wall or desk, smartly modern or gracefully traditional . . . Airguide instruments are distinctively beautiful, lastingly useful, accurate and guaranteed. Write for full color catalog.

AIRGUIDE INSTRUMENT CO.
2216 Wabasha Ave.
Dept. S, Chicago 47, Ill.

**Top Specifier of
PLUMBING
EQUIPMENT
is the
CONSULTING
ENGINEER**

The consulting engineer is your key to a greater share of the market for plumbing equipment used in commercial, industrial and institutional buildings.

An independent survey, just completed, shows that 70.2% of the consulting engineers we serve have from 70% to 100% responsibility for specifying the brand of plumbing equipment (faucets, fixtures, flush valves) on projects they handle. Complete findings available. Write for "Plumbing Equipment Research Report". You may be sure your competitors will!

**CONSULTING
ENGINEER**

Wayne near Pleasant Street
St. Joseph, Michigan

*Sell the Men Who
Write the Specifications*

Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

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ADVERTISING SALES—Offices and personnel listed in Advertisers' Index



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Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated **PROGRESS**, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

SALES MEETINGS, Part II of **Sales Management**, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

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Food Chains



Investing \$70 Million




in Milwaukee Area



Exciting things are happening in Milwaukee grocery business. Nine great grocery organizations are building stores, shopping centers and ever bigger warehouses in a race to get a bigger share of the vast growth potentials in the Milwaukee retail market

Several of these giant food marketers have doubled their business in five years, and expect to double it again in the next five years. A new entry in the race in the past year, Red Owl Stores, Inc., has five new supermarkets in operation and many more planned.




These expert food merchandisers know the growth and profit picture in Milwaukee. They get a growing share of the business by concentrating 9 out of 10 advertising dollars in the newspaper read in 9 out of 10 homes in the metropolitan area. You can share in the growth of your major outlets here by using dominant but economical space in one newspaper—

Nine Food Chains Expanding in Milwaukee Market

Krambo-Kroger	A&P
National Tea	Red Owl
Godfrey Sentry	Roundy Red Bell
Holan's	Kohl's

104 New Supermarkets Built or Planned in Past Year



The Milwaukee Journal

Second in America in General Grocery advertising



In Philadelphia nearly everybody reads The Bulletin

The Evening and Sunday Bulletin, Philadelphia

ADVERTISING OFFICES: Philadelphia • New York • Chicago

REPRESENTATIVES: Sawyer Ferguson Walker Company in Detroit • Atlanta • Los Angeles • San Francisco

FLORIDA RESORTS: The Leonard Company • Miami Beach

How Often Should Salesmen Call?

If it is custom in your industry for salesmen to call on the trade every eight weeks, how do you know this practice is sound?

The accepted call-frequency may be every four weeks, or only twice a year in your industry. But whatever the current practice is, it might be a good idea to reexamine its soundness.

Perhaps there is a moral in the following example.

Brand women's wear is a highly competitive field. In this case, two companies have dominated the field. Their skillful use of advertising has built brand acceptance and loyalty. Four years ago a well-heeled newcomer decided to offer a competitive line, generally at higher prices. This company, too, has used large amounts of advertising skillfully.

The newcomer took a fresh look at packaging, at promotions, at advertising, and at salesmen's call-frequency. The company has built up a force of 200 salesmen who schedule their calls every four weeks—instead of every six and eight weeks, which had been industry practice.

The dollar volume that once was booked in eight weeks is now being received every four weeks, in many territories. The vice president in charge of sales credits the performance to the doubling of calls.

This sales performance in no way affects the company's need for huge amounts of advertising, packaging, promotions, or a fine product. In fact many a sales executive could learn a great deal about integrated marketing from this vice president in charge of sales.

This v-p does not indulge in fanciful discussions about advertising making salesmen obsolete, nor is he so in love with leading his 200-man sales force that he ignores advertising. He describes his total selling efforts as "calculated, aggressive selling."

If you do not reexamine the soundness of the call-frequency in your industry, you may find a competitor coming in from another industry, or another part of your industry, who will do it for you.

Why don't you pick at least one sales territory and vary the call-frequency? You might ask your salesmen for volunteers. If they succeed you will have enthusiastic field men to help

It's 2 to 1

in fast-service
eating places,
twice-the-turnover
per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountain Restaurants
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

THEY ALL HAVE

ONE THING IN COMMON —

FAST SERVICE

To effectively reach this
specialized market specify
FAST FOOD
for an advertising schedule

EPA

NBP

FAST FOOD

magazine

630 THIRD AVE.
NEW YORK 17, N. Y.



LET'S DISH UP SOME BRASS TACKS!

Look at the record! In the recent past, three different services — ARB, NSI, NCS No. 3 — have pointed to WHO-TV as the top station in Central Iowa.

NCS No. 3 gives WHO-TV more daily circulation in 57 counties than any other station, daytime and nighttime. In the NSI Report for 27 Iowa counties (March, 1959) WHO-TV delivers *more homes in more quarter hours than any other station*. Finally, ARB (see below) proves WHO-TV's hometown popularity.

One of the big reasons for this outstanding showing is WHO-TV's star-studded library of film packages*. Films from this great library are featured each weekday on WHO-TV's *Family Theatre* (Noon-2 p.m.), *Early Show* (4:30 p.m.-6:05 p.m.) and *Late Show* (10:30 p.m.-Sign-Off).

Sit down soon with your PGW Colonel and talk "brass tacks" about WHO-TV — by all odds, the best in Central Iowa television!

.....

*WARNER BROTHERS "Feature" and "Vanguard" ★ MGM Groups 1 and 3 ★ NTA "Champagne," "Rocket 86," "Dream," "Lion," "Big 50" ★ SCREEN GEMS "Sweet 65" ★ HOLLYWOOD TELEVISION SERVICE "Constellation" ★ M and A ALEXANDER "Imperial Prestige" ★ ABC's "Galaxy 20" and others.

.....

ARB SURVEY METROPOLITAN DES MOINES AREA (March 16-April 12, 1959)

	FIRST PLACE QUARTER HOURS			
	Number Reported		Percentage of Total	
WHO-TV	1-Week 233	4-Week 227	1-Week 50.0%	4-Week 48.7%
Station K	186	197	40.0%	42.3%
Station W	27	42	6.0%	9.0%
Ties	20	0	4.0%	0



WHO-TV

Channel 13 • Des Moines

NBC Affiliate

WHO-TV is part of Central Broadcasting Company,
which also owns and operates
WHO Radio, Des Moines; WOC-TV, Davenport



Peters, Griffin, Woodward, Inc., National Representatives

you sell the program to your other men. Then, too, you might look at call-frequency as it affects your relations with consumers.

The consumer may be annoyed when your brand is out of stock. Consumers usually find one or more brands acceptable as a substitute, however, so a retailer's out-of-stock situation may be only a temporary annoyance. Likewise, the retailer, handling competitive lines, may be only temporarily annoyed by the failure of your salesmen to call as frequently as he is ready to buy. But until you experiment on salesmen's call-frequency you are not in a very good position to know that your salesmen are calling frequently enough.

New Strength of Private Brands

One of the facts of life in the food business is the present strength of the private brand.

"Private labels are increasing in numbers, expanding in kinds of products, and growing in strength," reports McGraw-Hill Publishing's Food Engineering magazine in its August issue. "Every indication points toward a continued overall growth of chains' private brands."

This four-page report is well worth studying even though you may disagree with both the magazine's premise and its conclusions.

It is Food Engineering's contention that consumers now place as much faith in the reliability of the store as they do in the brands. This gives the chains, which have more than 37% of the food volume, an armlock on the brand name manufacturer.

"Marketing freedom for many manufacturers pivots on which way the chains turn the merchandising valve," declares Food Engineering. "If the valve is open, advertising functions efficiently. If it's closed, greatly increased budgets become necessary to maintain brand position and sales volume."

Brand name manufacturers have a selfish stake in maintaining consumer recognition, and hopefully, acceptance and preference. We are all familiar with the basic arguments in favor of manufacturers' brands. But why don't you tell us which is working best for you now? We'll all benefit from this exchange.

Your Daughter Marry a 6-Footer?

"The 6 foot 4 inch boy is not uncommon anymore," declares the housing director of Northwestern University.

Beds in the new men's dormitory will be 6 feet 8 inches instead of 6 feet 2 inches. The bigger beds are not just for basketball players, either. "The average male student gets bigger every year and big boys need big beds," explains Northwestern's housing director.

Well-fed, well-cared-for Americans are getting heftier. Have you adjusted the sizes of your products to fit?

HURRY!



FORMS CLOSING

For 50th Golden Anniversary Edition

You just have enough time to
prepare your advertising copy
for the 50th Annual Edition.

Through Thomas Register you can insure complete coverage of your products in the industrial marketplace. You can take advantage of the unmatched potential for buyer response...for direct buyer-action to your advertising.

Inquiries that result in sales are born in Thomas Register. Proved by inquiry results from over 12,500 annual TR advertisers.

**Call your TR representative
today!**



Write for
ABC Statement



**Industry's No. 1 Publication
because it's
Industry's No. 1 Marketplace**

Thomas Publishing Company
461 Eighth Ave. • New York 1, N. Y.



"I don't know who you are.

I don't know your company.

I don't know your company's product.

I don't know what your company stands for.

I don't know your company's customers.

I don't know your company's record.

I don't know your company's reputation.

Now—what was it you wanted to sell me?"

*MORAL: Sales start before your salesman calls
—with business publication advertising*



McGRAW-HILL PUBLISHING COMPANY, INC., 330 WEST 42nd STREET, NEW YORK 36, N.Y.

Sales Management September 18, 1959 11



NEW MARKET DATA

EMPLOYMENT HIGH. Employment in this Group B labor market now measures over 104,000. Employment will remain stable or rise slightly through September, according to current forecasts. Unemployment is the lowest in six years. Job opportunities remain slightly in excess of job seekers.

LARGER EBI. Quad-City Effective Buying Income is \$6402 per household. Area total EBI is \$536 million, an income increase of 33 percent since 1950.

CASH INCOME STRONG. Quad-City income per household is 8.6 percent above the national average. Sixty-two percent of the Quad-City households are in the \$4,000 to \$10,000 income bracket.

RETAIL SALES INCREASE. High Quad-City employment is reflected in a strong surge of retail sales, particularly in the Illinois sector. May figures for Rock Island County represent an increase of 7.7 percent over one year ago, and nearly 10 percent above the preceding month. Retail sales total in the Illinois sector was \$15.5 million during the month of May.

GET YOUR SHARE. The Moline Dispatch and the Rock Island Argus cover the Illinois sector of the Quad-Cities (56% of the population) with effective daily penetration (88%). Address Harold Swanson, at either of these Illinois newspapers, for complete market data.

Quad-Cities Largest Combined Daily Circulation



CORPORATE CLOSE-UP



Hoover Tries for Another Market Clean-up

A barrage of national advertising in the coming weeks will serve notice to both the housewife and the appliance marketer that The Hoover Co. is out "to pre-empt" a vast new market. The company is first to hit the market with a new electric floor washer aimed at making life easier for the nine out of every ten women who scrub or mop their own floors.

The floor washer — an upright machine similar to Hoover's vacuum cleaner — wets the floor with fresh water and detergent, scrubs it, then automatically vacuums up the water to leave the floor clean and dry. It culminates three years of research and development.

"This is a very good example of the marketing concept at work," says Victor P. Buell, manager of Hoover's marketing division. "First we determined the consumer's needs; now we are answering those needs at a price (\$79.95). This involves market study, engineering, production, pricing, distribution, advertising and selling."

Buell explains that "first we studied the market. We analyzed housewives' activities . . . found that 89% of them scrub or mop their own floors. Only 11% hire someone else to do it. We established the need for a floor washer before actually developing one."

Once developed, the floor washer was market-tested in ten cities representing a cross section of the country. "This gave us some basis for making forecasts of our prime market," says Buell. "Eventually, not overnight, this product will be a standard household item. It has the potential of the vacuum cleaner — almost one in every home." And, the vacuum cleaner is still the backbone of Hoover's sales, which totaled about \$50 million in the U. S. alone last year.


"We're backing up this new product with a million-dollar trade and consumer ad campaign beginning this week and extending through December," Buell notes this is a "substantial outlay" for Hoover.

The ad campaign will use television extensively, including a TV spectacular, network programming and spots in 25 major markets; color and black-and-white pages in nine national magazines; newspapers, outdoor posters, and trade and co-op ads.

"We're going into national distribution overnight," Buell exclaims. "Floor washers have been flowing off the line for months at our new \$2-million plant [at company headquarters in North Canton, Ohio] . . . Regular appliance outlets that carry our vacuum cleaners, floor polishers and steam dry-irons are well stocked with floor washers . . . There'll be plenty of consumer demonstrations."

In spite of these intensive preparations and promotions, says Buell, "we know that it still takes time for the public to get acquainted." And he adds, smiling, "but we also know from experience that the first company on the market with a new product that fills a real need has the chance to pre-empt that market."

The floor washer, introduced 51 years after the company's vacuum cleaner, is the result of a product diversity program instigated by H. W. Hoover, Jr., when he took over as president in 1954. The company is also "actively researching other products" which will reflect Hoover's policy that "the place for us is in the home-cleaning and home-care field." Neither the housewife nor the competitor can deny it.




no slide-rule
genius required

During the next seven days no possible combination of current weekday magazines will reach as many families in more than sixty key market areas, as next Sunday's...

Parade

PARADE... The Sunday Magazine section of more than 60 fine newspapers reaching 9½ million homes every week.



Frank J. Reynolds has had one of industry's most versatile careers. As an architect, he supervised the architectural phases of the world-famous Holland and Lincoln Tunnels between Northern New Jersey and New York City. His administration of the Western Electric Company's war-time radar contracts with the U.S. Navy won him the Navy Department's Commendation for outstanding performance. As Executive Vice President of Stavid Engineering, Incorporated, he coordinates the design engineering, manufacturing, and sales operations of a company whose intricate electronic systems find essential applications in missiles, gun-fire control, drone aircraft, bombing systems, and other priority projects.

How an architect-trained industrial executive looks at the catalog problem

Reports Frank J. Reynolds, Executive Vice President of Stavid Engineering, Incorporated:

“To anyone trained in the architectural profession, manufacturers’ catalogs and Sweet’s Catalog Service are practically synonymous. Through some happy perception, the great majority of manufacturers who supply the Building Industry long ago realized the value of making their catalogs available in such classified, indexed, and bound collections as Sweet’s maintains in architects’ offices. The result, in terms of time and trouble saved by the Building Industry in comparing and selecting needed products, is an immeasurably valuable asset.

“At Stavid, we are largely design engineers and production people—but our needs for the buying information that catalogs provide are also acute. Nothing could be more valuable than access to the same kind of comprehensive Catalog Files as those that serve the Building Industry.

“Sweet’s Product Design, Plant Engineering, and Machine Tool Catalog Files are in daily use in our organization. Manufacturers whose catalogs are instantly available to us in these Files cannot help but benefit. The availability of many more manufacturers’ catalogs in these Files is, I think, an evolution in industrial marketing which should be accelerated as rapidly as possible.”



SWEET'S CATALOG SERVICE
Division—F. W. Dodge Corporation
119 West 40th Street, New York 18
Service offices in principal cities

Sweet's helps you market—the way industry wants to buy

New Light on the Strength of Newspapers in Delaware Valley, U.S.A.



Sindlinger & Company—independent analysts of people's actions and reactions to products and media—interviewed 20,701 Delaware Valleyans in the course of continuing surveys used by leading manufacturers, advertising agencies and media. Among questions asked were several relating to newspaper reading habits here. The *Inquirer* asked that the raw data, still unprocessed, be tabulated from the Sindlinger files. The facts below were uncovered from the year-long study completed on December 29, 1958.

On an average weekday in Delaware Valley:

<i>Daily Inquirer delivers</i>	<i>Daily Bulletin delivers</i>
1,406,000 total adult readers	1,410,000 total adult readers
739,000 adult male readers	694,000 adult male readers
667,000 adult female readers	716,000 adult female readers

On the same average weekday in suburban Delaware Valley:

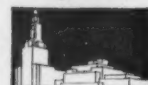
<i>Daily Inquirer delivers</i>	<i>Daily Bulletin delivers</i>
706,000 total adult readers	542,000 total adult readers
359,000 adult male readers	269,000 adult male readers
347,000 adult female readers	273,000 adult female readers

In Delaware Valley suburbs, *The Inquirer* covers 62.8% of adults who read a major Philadelphia daily (*Bulletin*: 46.7%). In the suburbs, 593,000 adults read *The Inquirer* exclusively—they do not read the *Bulletin* (*Bulletin* exclusively: 429,000). The suburbs account for 58% of the market's total retail sales! Beyond Philadelphia's city limits, people make more, spend more . . . and read *The Inquirer* more. Doesn't it make sense to start with the newspaper whose un-duplicated readers live in the richest part of the market? Then your first choice in Delaware Valley must always be . . . *The Inquirer*.

For all the facts, all the figures, send for the extract of "Philadelphia Newspaper Analysis" by Sindlinger & Company, Inc.

The Philadelphia Inquirer

**Good Mornings begin with The INQUIRER
for 1,406,000 adult daily readers**



NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Anderson 3-6270

DETROIT
RICHARD I. KRUG
Penobscot Bldg.
Woodward 5-7260

SAN FRANCISCO
FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

The Leisure Market—Everyone's Competitor

Look to the booming recreation market to lure away more and more consumer dollars from other markets—maybe yours. As boating, bowling and barbecuing attract increasing millions of Americans, marketers of many products will find the competition getting tougher.

The leisure market, for example, has already made quite a dent in the appliance business. Although appliance sales have gone up 11% in the past five years, the major appliance share of consumer spending has dropped 14%.

The reason is pinpointed by John W. Craig, v-p and general manager of Westinghouse's Electric Appliance Division. Blaming "exaggerated price merchandising," Craig points out that "we have seen more families become boat-owners than own dishwashers, garbage disposers and room air conditioners combined. And yet 15 million homes have extremely obsolete refrigerators and 90% of all refrigerators require the homemaker to defrost them."

Advertising price wars among appliance retailers have degraded the product and confused the consumer, says Craig. Because local ads fail to emphasize anything except low price, many potential customers are unaware that the old appliances in their homes are obsolete.

The 1960's? 'Not as Advertised'

So says Charles H. Brower, president of Batten, Barton, Durstine & Osborn, Inc. "I think that you can make a lot of money betting that the sixties will not be exactly as advertised."

History proves it, says Brower. "The century started brightly, but the depression of 1907 upset the first ten years; World War I messed up the second ten; the stock market crash set back the twenties; the thirties were hardly on their feet

when Hitler marched through Poland; much of the forties was spent waiting for the post-war adjustment that everyone knew about, but that never really came; and nobody but nobody imagined the prosperity of the fifties."

Marketers who keep their eyes open and stand up on their toes ready for anything, are going to survive and prosper—and even enjoy the battle of the sixties, says Brower.

'War Babies' Come of Age

One prediction for the 1960's that you can count on is the coming-of-age of the "war babies" of the 1940's.

The nation's young adult group (21 to 29 year olds) will spurt up 12% from 1959 to 1965, while total adult population will rise only 7%. Add these new young wage-earners to the outlook for continued national prosperity and you create a vast new market, with its special characteristics, to begin planning for.

One company anticipating this big market of young adults is National Distillers Products Co., marketers of Old Grand-Dad bourbon, Gilbey's gin and vodka, and many other brands. National's Benjamin W. Corrado, v-p of market research, expects the boom in young adults (who drink more often than older adults) will be a big boost in liquor sales.

Big Buyers: Top 50 Cities

Speaking of liquor, a recent survey conducted for Time magazine pinpoints some characteristics of the liquor market that could be of interest to—or even apply to—marketers of other products.

- The top 50 metropolitan markets account for 70% of total national sales.
- The market for "prestige" products is even

more highly concentrated in the top 50 city markets—80% of all Scotch and brandy, 77% of all Canadian whiskey sales.

- “Regional sellers” are on the decline. All top metropolitan areas are becoming prime markets for all product types.

Big Packages Boost Sales

Could you boost your product's share of market by introducing a “Giant Size” package? Or a “Large Economy Size”? The latest news is that the answer may be yes.

Large packages are definitely on the upswing in many major commodities sold in food stores, says A. C. Nielsen Co., market researchers.

“Fairly conclusive results” are reported by Nielsen after examining four highly competitive product classes made up of 12 high-volume brands in 31 package sizes. The study shows that in all cases the largest packages copped a bigger share of market from 1957 to 1959.

But don't rule out the small package in your plans. It will continue to play important roles in introducing new products. Then, once the product is established, says Nielsen, the trend seems to be toward bigness.

Here are some suggestions offered by Nielsen to companies considering a package change:

- Learn which package sizes are on the up-grade in your market.
- Analyze the marketing factors that will hasten or prolong this trend.
- Establish a definite objective for the new package. Decide whether you want a fad or a long-range success.
- Make sure you know the market habits, strengths and weaknesses, either nationally or sectionally.

Retailers Cheer for Campbell Soup

Making a hit with the retailer can sometimes give you an edge over the competition. Now, Campbell Soup Co. is making a minor packaging change at the request of a group of retail grocers, the East Bay Food Dealers Association of Oakland, Cal.

To make it easy for retail grocers to stock, price and check-out Campbell's soups, the company is beginning to code the tops of its 11-oz. cans. The codes will read “TOM” for tomato soup, the lowest priced; “#1” for middle-price meatless soups; and “#2” for top-price meat soups.

Initially, Campbell's Sacramento plant, which serves 11 western states, will be the only plant to code the cans.

Today's Wealthy Teen-agers

Don't underestimate the buying power of the teen-ager. When the average teen-age girl, for example, goes Christmas shopping, she spends \$11.73 on mother, \$9.31 on father, \$6.88 on a girl friend, and \$11.09 on her boy friend.

She also collects \$15.09 in Christmas cash and spends it on new clothes, shoes, records and jewelry. These figures are reported by Seventeen magazine after making a survey of 1,800 subscribers.

INTERESTING, IF NOT SIGNIFICANT . . .

Interested in a “build-it-yourself” electronic organ? One's now on the market (National Sonics Corp., Sunnyvale, Cal.), and you can put it together in 40 hours. . . . **Business motion pictures** make a hit: 394 million people at 4.4 million showings last year devoted 14.6 million hours to watching films from industry. . . . **Sales of fancy foods** have jumped to \$150 million a year from \$30 million five years ago. . . . **Coffee** is the most popular of beverages with 75% of people in the U.S.; but 51% drink milk; 40%, fruit and vegetable juices; 30%, soft drinks; and 25%, tea. . . .

*"... and I promise never
to scold, fuss, fret...
or serve a breakfast coffee
after dinner!"*



Advertisement prepared by MacManus, John & Adams, Inc.

* "... our New Yorker campaign has helped us win new customers
... brought a banner season of sales ... inspired nationwide
requests which exhausted our entire supply of Imported Espresso
Coffee Makers."

Lee J. Ross Advertising Manager, S. A. Schonbrunn & Co., Inc.



THE
NEW YORKER
MAGAZINE

Hertz Rent A Car people everywhere are praising spot television's direct route to sales . . . the way it reaches and sells Hertz's best potential customers. Says Hertz advertising director Fred A. Mudgett: "With spot television we are able to select the markets and the times that deliver our most productive audience at the lowest cost."

A year-round advertiser, Hertz uses television's sight, sound and motion to demonstrate the convenience, economy and dependability of Hertz Rent A Cars. The commercials—ten, twenty, sixty seconds in length—appear next to popular network programs and within top

Representing WCBS-TV New York, WBBM-TV Chicago, KMOX-TV St. Louis, WBTB Charlotte, KHOU-TV Houston, WJXT Jacksonville, WBTW Florence,

"Hertz takes you
right where you want
to go..."

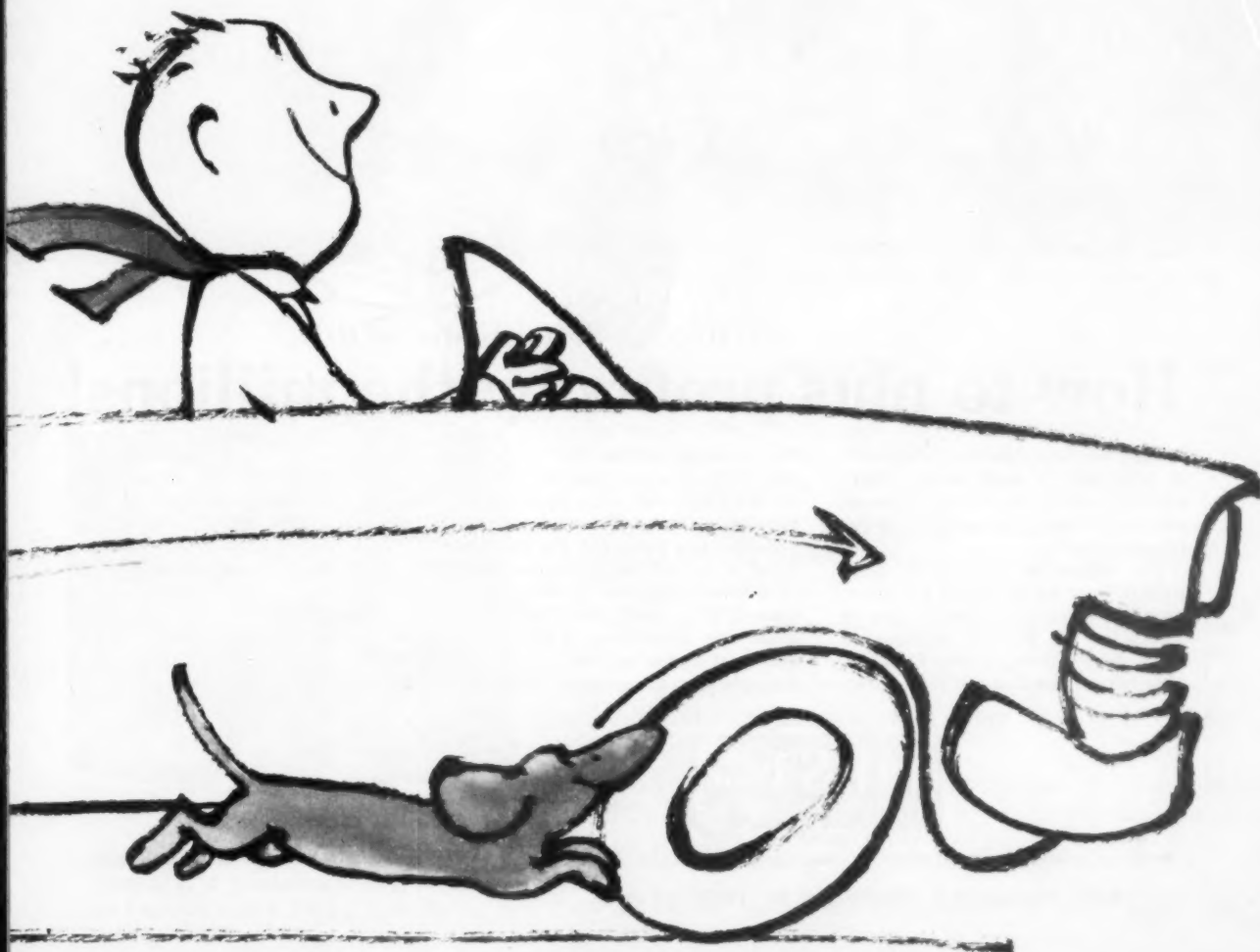


local shows on leading stations in 11 markets, including CBS Television Spot Sales stations WCBS-TV New York, WCAU-TV Philadelphia, WBBM-TV Chicago, KNXT Los Angeles.

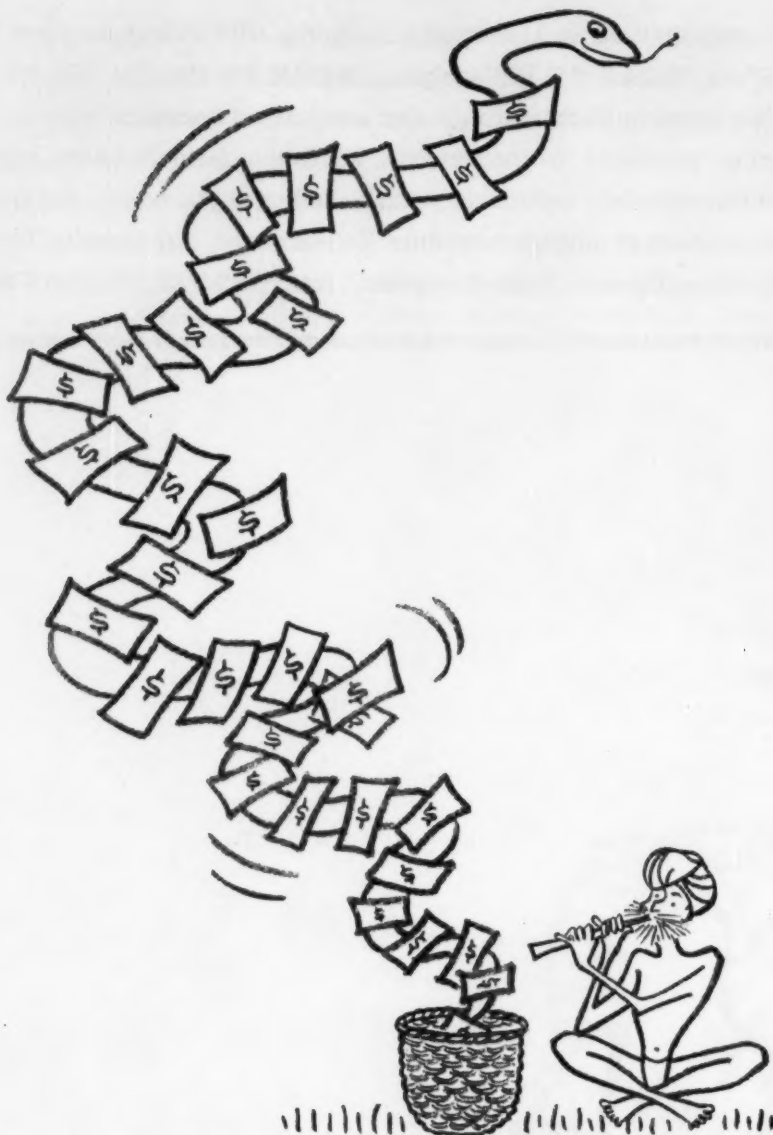
The result: new drive in Hertz selling...and accelerated customer interest and response. Whether your prime prospects are housewives, husbands, farmers or youngsters, you can select a spot television schedule delivering just the audience you want...maximum coverage of your potential customers at minimum expense. To learn how, call or write* for the example-filled booklet, "Reaching Specific Sales Prospects," from CBS TELEVISION SPOT SALES

WCAU-TV Philadelphia, WTOP-TV Washington, KNXT Los Angeles, KSL-TV Salt Lake City, KOIN-TV Portland, and the CBS Television Pacific Network

"...and spot television
does, too!"



*Main office: 485 Madison Avenue, New York 22, N. Y.—PLaza 1-2345



How to plus profits by the millions!

It isn't necessary to be a "charmer" or a mystic to send sales volume climbing and to play a merry tune on retail cash registers ringing up increased profits.

For maximum sales at greatest profit your advertising program should concentrate a heavier *Sunday Punch* in the First 3 markets of New York, Chicago and Philadelphia, where the average 1958 Effec-

tive Buying Income per household was 28% greater than the average for the remainder of the nation. This superabundance of buying power provides the basis for the average First 3 market household to spend 10% more money for All Retail purchases, 18% more for Food, 24% more for Furniture, Furnishings and Appliances, and 84% more for Apparel than the average household

in the rest of the United States.

Within these most profitable sales areas, the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. In order to plus profits by the millions in the 3 great markets, and sell more where more is sold...there is no substitute for FIRST 3 MARKETS' solid 55% COVERAGE of all families.

THE GROUP WITH THE SUNDAY PUNCH



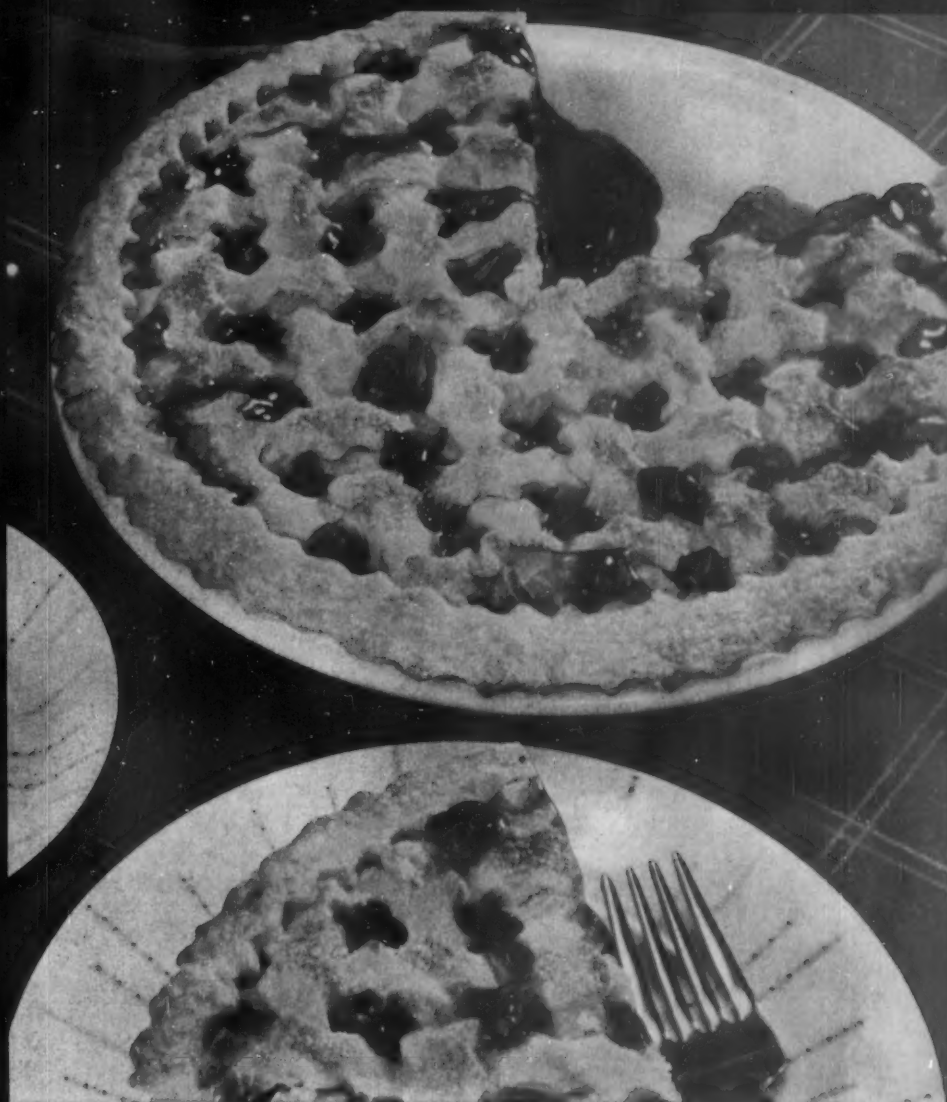
New York Sunday News Coloroto Magazine

Chicago Sunday Tribune Magazine

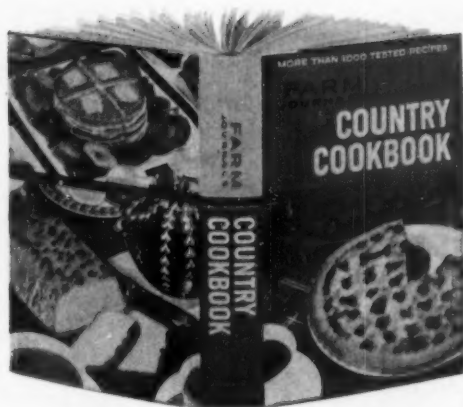
Philadelphia Sunday Inquirer "Today" Magazine

NEW YORK 17, N.Y., News Building, 220 East 42nd Street, Wilroy Mail 7-4884 • CHICAGO 11, Ill., Tribune Tower, Superior 7-8843 • SAN FRANCISCO 4, Calif., 155 Montgomery Street, BAfield 1-7848 • LOS ANGELES 5, Calif., 3400 Wilshire Boulevard, BUchirk 5-3557

Scrumptious Success Story



Five-Star Cherry Pie, as featured in Farm Journal's Country Cookbook. (Five-Star means way above par!)



Nostalgic? Or for those friends in the country?
Available at all booksellers or send \$4.95 to
Farm Journal, 232 S. 7th St., Phila. (5), Pa.

"Fastest Selling Cookbook We've Ever Published!" says Doubleday and Company in a full page advertisement in the New York Times. In the first 91 days 91,000 FARM JOURNAL Country Cookbooks were sold. The first printing was 175,000 copies. The second printing is underway.

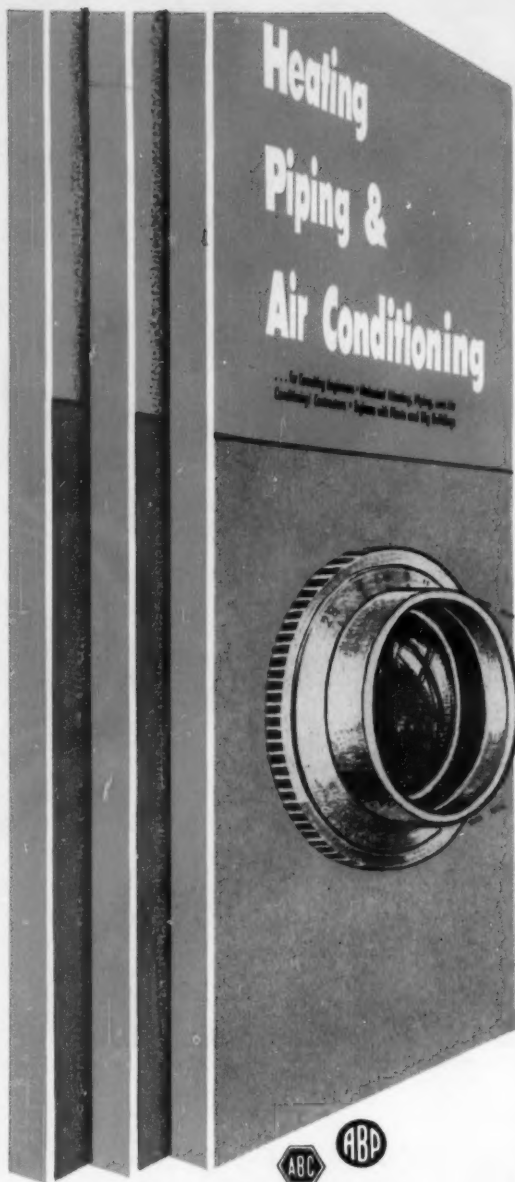
Talk about action! Talk about reader response! The announcement ad in FARM JOURNAL, alone, pulled more than \$200,000 in orders—92% cash with order.

Striking as they are, these results are not hard to understand when you consider these facts: FARM JOURNAL is the farm magazine farm families *everywhere* depend on; FARM JOURNAL's farm families eat 37 million *more* home served meals each week than an equal number of urban families.

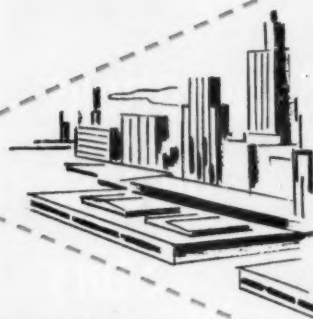
Here is good evidence of the want-to-buy of the big farm market and the power of FARM JOURNAL, the biggest seller *in the country*.

FARM JOURNAL

Graham Patterson, *Publisher*
Richard J. Babcock, *President*



**Focusing
on just the
industrial-large building
field**



**Edited for,
paid for, and read by the
specialized engineers and
contractors you must sell!**

PROVABLY YOUR BEST BUY . . .

. . . because HEATING, PIPING & AIR CONDITIONING confines itself to the services for which it is named as related specifically to the industrial-large building market. No stretching of editorial coverage, no dilution of circulation!

. . . because HPAC's concentrated editorial has an appeal to *all* the purchase-control factors in this field — to *all* those who specify and/or buy. You reach the consulting engineers AND mechanical contractors AND engineers with plants and big buildings who are specialists in or whose major interests are just these services in just this field. No gaps, no untouched bases!

. . . because each of the readers of HPAC is, and has been, paying for it directly, individually, voluntarily. Here's assurance — backed up by dollars on the line and an ABC-audit — that HPAC is wanted, respected, and used!

. . . because HPAC has fully paid circulation, leads in number of editorial pages, leads by over 2 to 1 in advertising volume, has more advertisers and is used on an exclusive basis by more advertisers!

Don't settle for less. Concentrate in HPAC, the book with the strategically focused content and circulation. KEENEY PUBLISHING CO., 6 N. Michigan, Chicago 2, Illinois.

look ma, no staples!

The response has been electrifying and gratifying to Sales Management's latest innovation—the lie-flat, easily detachable feature inaugurated in the August 21 issue.

But we would like to hear from you. Drop us a note, won't you, if you have not already sent us your comment?

The response up until closing time has been divided as follows: 78% find the innovation a distinct improvement, 20% don't like it as well as the previous method, perforating, and 2% make a qualified "yes and no" answer.

J. A. McIlnay, V-P, Marketing, Electric Storage Battery Co. and President of National Sales Executives, Inc., makes the succinct comment, "I certainly do like!"

... Paul E. Seaman, head of Enterprise Marketing Consultants, Inc., was suspicious at the start. "When I saw the announcement at the front of the magazine I thought it was a sales talk and didn't believe it. Then when I started tearing out articles I found that they came out much more easily."

... Jack Lacy, famous sales speaker and consultant: "A great idea. Congratulations on the very fine job you are doing."

... Thomas A. Henry, United States Envelope Co.: "It enables one to read the magazine more easily since the pages lie flat, and I had no difficulty in easily detaching several pages I wanted to save."

... W. J. Culverhouse, GSM, Potlatch Forests, Inc.: "Before reaching page 62, describing 'Look Ma, No Staples,' I had already torn out two pages from the magazine and noticed how flat it laid on the desk."

... J. Z. Watkins, Sales Manager, Piedmont Natural Gas Co., Inc., writes, "I like very much the flat opening plus easy detachment of single sheets which are permitted by the removal of staples."

... John M. Cowan, Managing Director, National Flexible Packaging Assn.: "I was one of the many people who congratulated you on 'Pioneering with Perforated Pages' some five years ago. I am happy

to applaud your latest improvement. It seems to be very practical and even more effective than the former method."

... Eric F. Erickson, V-P, Sales, Wortz Biscuit Co. finds "a wonderful change. I've got a foot-thick file of your pages already, and this feature is perfect for me."

... Two readers make "hitch on" suggestions. Jack R. Dauner, Executive Director, Sales Executives Assn. of St. Louis: "To encourage wider acceptance and greater use of this feature why not consider the idea of putting a small 'route to' box in the corner of each article. You might find this very well received by your readers and another plus feature of your fine magazine."

... H. Naylor Fitzhugh, The Moss H. Kendrix Organization, asks, "Could you someday, line each page with both the date and the name of the magazine? This would facilitate references." (Editor's note to Mr. Fitzhugh: An excellent suggestion. We are following it.)

... Perhaps the most flattering letter came from Walter J. McMahon, sales head of Still-Man Manufacturing Corp., who writes, in part, "Who, besides you, would have dreamed up the new slotted binding, the lie-flat and easy-detach features? Who, besides you and your printer, would do any dreaming? What other publishers are spending time in an effort to wipe out readers' cramp? Again—congratulations!"

... But not all of the responses were favorable. Harry L. Daughy of Continental Can Co., Inc., experimented in removing ten pages and "not one tore clean from top to bottom. All earlier issues would tear clean."

... C. S. Louskos, Sales Planning Manager, Federal-Mogul-Bower Bearings, Inc.: "Your current issue had an article I wanted to tear out and inasmuch as I had a very difficult time so doing, I can't see that the new perforations are any improvement. In fact, after tearing out the four pages of the article I wanted to save, I had to borrow a scissors from my secretary to trim edges." (See Editor's

COVERS

CUSTOM DESIGNED & MANUFACTURED •



FOR

CATALOGS
SALES MANUALS
SAMPLE BOOKS
RING BINDERS
SERVICE MANUALS
WALLPAPER BOOKS
PRESENTATIONS

THE S. K. SMITH CO.

2857 N. WESTERN AVE., CHICAGO 18

NEW YORK 17

CLEVELAND 13

LOS ANGELES 46

Say "Thank You" This Way

HE'LL KNOW YOU THOUGHT OF HIM AS AN INDIVIDUAL



FOR YOURSELF, FRIENDS AND BUSINESS ASSOCIATES.
COMPLETELY PERSONAL . . . UNUSUAL!

- Business Gifts
- Special Awards
- Prizes
- Premiums
- Service Awards
- Personal Gifts

Any business card or personal signature will be reproduced in perfect miniature on satin-silver or gold finished cuff links, tie bar, money clip or key chain. Deep, sharp engravings make this a lasting—truly, one-of-a-kind gift. Order 1 or 1,000 (each from a different card). Write for quantity prices.

SPECIAL OFFER

Send your own card now for your custom made tie bar only \$3.00 (\$4.95 value). See the fine quality CARD-O-LINK for yourself.

Card-O-Link Company
26 E. HURON STREET • CHICAGO 11, ILL.

**ONE MARKET
ONE MEDIUM
ONE COST**

THE MARKET — 254,400 well above-average consumers in the big Troy, N. Y., Market; 136,400 in the nine-community City Zone and 118,000 in the five-county Trade Zone.

THE MEDIUM—THE RECORD NEWS-PAPERS which provide 97% coverage of the City Zone and 75% coverage of the City and Trade Zones. Circulation — 47,906 (March 1959 Publ. Statem. to ABC).

THE COST—Only 22 cents a line for publication in both newspapers. See your advertising agency or write directly for more details.

**THE TROY RECORD
THE TIMES RECORD
TROY, N. Y.**

note following on how to get a clean tear.)

... Some of our librarian friends dislike any method aimed at easy detachment of pages. Typical is Mrs. Gladys Kernler of Minnesota and Ontario Paper Co., who writes, "Your detachable pages are no doubt useful to many subscribers who remove and file single articles. However, since we route each copy to many people and then save back issues for many years, this feature has been a headache. It is too easy for chronic clippers to ease out a page or two before everyone has seen it."

... Miss Isabella Frost, Librarian, Safeway Stores, Inc., runs counter to librarian reactions: "The lie-flat feature produces better photo-static reproduction, and the easily detachable feature speeds up the clipping process."

... Typical of those who wrote "yes and no" are letters from R. E. Skallerup, of Cribben and Sexton Co., who writes, "You're right. The new binding allows the magazine to open up flat but it has, I believe, impaired the ease of detaching pages. Also, the clean edges I used to obtain are now practically non-existent." ... And William H. Hackett of Madison, N.J., writes, "Good riddance to the staples, but the pages don't tear quite as easily as they did when perforated. But they come out easily enough and the book does lie flat."

It is the considered opinion of the Sales Management staff that the importance of the lie-flat feature outweighs the fact that pages are not quite as easily detachable. They wish to caution readers that "easy does it." Before you start to tear out a page, make sure that the book is opened flat. Give the page a little preliminary rub along the gutter with your thumb. Then tear slowly but firmly.

motivation in Detroit

Re the article "There's More to Motivating Salesmen Than Money" [SM, July 3]:

The Detroit Sales Executives Club is using this theme for our September 14 meeting and we would like to have 200 reprints of this article for that date.

Dale J. Madden
Detroit Sales Executives Club
Detroit, Mich.



Another product bought—because Outdoor got the last word!

Outdoor strikes while the opportunity is hottest—when people are out where they can respond immediately to your selling message.

Here you give them an exact full-color image of your product just as it appears moments later when they stop to buy.

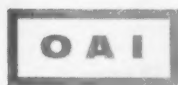
Outdoor advertising is the shortest distance between telling and selling.

And it sells everybody. This is because everybody goes where Outdoor shows—along the main traffic routes. Among younger urban women, for example, more than 95% remember Outdoor. With teen-agers it's 93%.

Here you reach more customers per dollar—and reach them more often—than in any other medium.

Let an OAI man show you how you may sharpen the impact of a marketing program with Outdoor posters, painted bulletins and spectaculars. At his disposal—and at yours—are all the research, planning, creative and merchandising services of Outdoor Advertising Incorporated, national sales representative of the Outdoor advertising medium.

Sales offices in: *Atlanta, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, Seattle*



OUTDOOR ADVERTISING
INCORPORATED

A man who knows where he's going can really go places with businesspapers. This is the sales pro's advertising medium. You've got it made, and you know it—when hard-headed businessmen sit up and take notice of your company and its products . . . in businesspapers.



PRESIDENT, NEW YORK AGENCY . . . PHOTO ON LOCATION BY ARNOLD NEWMAN

Advertising in businesspapers means business
as any advertising man who knows his business will tell you — *because*
men who read businesspapers mean business



advertising works best in a businesspaper its readers are sold on—an ABC-audited, bought-and-paid-for ABP paper

THE ASSOCIATED BUSINESS PUBLICATIONS • 205 East 42nd Street, New York 17, N. Y. • 201 North Wells St., Chicago 6, Illinois • 1004 National Press Bldg., Washington 4, D. C.



In selling, the same way. Take building product sales. The architect recommends you—or maybe it's the engineer—you're on first. The contractor keeps you in his bid—you make it easy. You're on second, or maybe third, if he's a strong hitter. Then who gets you home? The client. Either he drives you home, or you die on third. No sale.

Moral: You need all four: architect, engineer, contractor, client.

But let's look at the clean-up man—the client.

All buildings *start* with the client. Since he, in essence, is "buying" a building which his company or organization needs, he is directly involved in its financing, design, construction—or expansion and modernization.

As the building market continues to grow, so, too, will the number of building clients grow. And Architectural FORUM is the *only* magazine that has clients. In fact, FORUM is the *only* magazine whose growth keeps pace with the building industry itself.

With the biggest circulation in the field—60,000—FORUM *alone* is edited for and read by the kind of building customers you must reach and influence. Just how important are they in building decisions? Here's one indication:

Of FORUM's 21,000 *client* subscribers, 89% are concerned with building matters within their companies, and 40% of these companies will spend \$500,000 or more on new building and major remodeling within the next two years.*

*Source: The new FORUM Census, "Portrait of the Building Client." Write for a copy. Architectural FORUM, 9 Rockefeller Plaza, New York 20, New York.

*Only FORUM can load
the bases because . . .*

**FORUM DELIVERS THE
ENTIRE SPECIFYING
AND BUYING POWER OF
THE BUILDING MARKET**





PACKAGING CHEMISTRY: *Hand-in-hand with merchandising*

To meet the changing character of modern merchandising, management demands an ever critical look beyond its product to the package that takes it to market. Is it compellingly eye-catching? Does it protect the contents

completely? Does it stand out in competition on the market shelf? From today's packaging chemistry at Dow come new materials . . . and new ways with a package . . . that can help you give affirmative answers . . .

New coating arms flexible packaging for today's sales battle

Saran resins add what it takes for new market conquests

Even today's fine packaging films have limitations which restrict their usefulness in certain applications. Now, thanks to Dow-developed Saran coating resins, manufacturers can have packaging films tailor-made to meet their specific product and market needs.

Here is one new way with a pack-

age that can have far-reaching effect on the merchandising of a host of highly diversified products.

Take the polyethylene tube illustrated here. It took only a thin coating of Saran resins to put the brilliant green of Procter & Gamble's new Prell Concentrate Shampoo on sales-making display. This in addition to supplying highly important product protection for which Saran is well known.

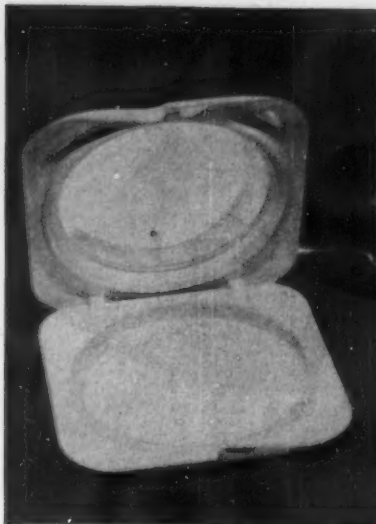
Coating with Saran resins opens up a world of new packaging opportunities for many packaging films, paper and molded polyethylene containers. It can result in a spectacular

packaging innovation like this sparkling clear, unbreakable Prell tube . . . or in a new packaging concept that could quickly effect consumer preference for *your* product at a small cost.

Looking for a longer, more attractive shelf life? Extra product protection? Sparkling sales appeal? A coating of Saran resins may give your packaging film these benefits. Contact your packaging materials suppliers.

Perhaps your product calls for distinctive color and styling in a rigid package . . . or for specific protection. More new ways with a package . . . and with Dow packaging materials . . . are described on the opposite page . . .





PACKAGING INTERPRETATIONS UNLIMITED!

New ways with a package are natural with a material as versatile as Styron®! Now, with the development of many different Dow polystyrene formulations, cosmetic and pharmaceutical manufacturers have an even broader scope in the choice of an outstanding rigid container. Styron is performance-proved in engineering design flexibility . . . in reproduction of every minute detail . . . and for color styling unique in the packaging field. The stunning new compacts illustrated are excellent examples of the look, the feel, the over-all appeal of quality inherent in the Styron plastic container. For new

impact at the point of sale, picture your product in a package made of Styron!

If food is your field and protective, flexible packaging is a must, there's a packaging clue for you in the following . . .

UNDERSCORING PROTECTION AND DISPLAY!

Nothing saves like Saran Wrap! It's the synonym for food protection in millions of homes . . . and it's taking hundreds of food products to new sales highs. Sparkling clear Saran Wrap* offers the lowest moisture vapor transmission rate of any available plastic film. It is ideal for packaging products that require maximum protection

and taste-tempting display. Food products, like these walnut meats, not only *look* fresher but *are* fresher in Saran Wrap. Satin-soft and pliable, Saran Wrap has the *feel* for sales . . . and it won't cloud up or become brittle with age. Here is packaging that could put on a sales spectacular for you!

Three more ways with a package follow, but by no means exhaust the storehouse of packaging ideas at Dow . . .

*TRADEMARK

Before you choose a new package

Let Dow experience in materials and marketing help put your product hand-in-hand with up-to-the-minute merchandising demands. Put packaging chemistry on your sales team. We'll be glad to discuss your packaging with you any time.

MORE PACKAGING AIDS TO MODERN MERCHANDISING

Bagging sales for dry products. Dow polyethylene coats paper bags with new moisture barrier properties . . . makes them stronger, more flexible . . . readies them for more protective packaging.



New eye-appeal for boxboard. Four-color printing is at its best on boxboard coated with Dow Latex. Food illustrations come clean and sharp to whet appetites . . . make sales.



Big sell for small items! Stock molded vials, boxes and novelty containers made of Styron offer unlimited opportunity for more effective unit merchandising of small items . . . from hardware to herbs.



**DOW PLASTICS
BASIC TO PACKAGING**
Molding Materials • Films
Film Resins • Sheet
Coatings • Expandable Beads

Plastics Sales Department 1523EP9-18
THE DOW CHEMICAL COMPANY
Midland, Michigan



A ONE-IN-A-MILLION TEST MARKET . . . one newspaper . . . and a million and more prospects!



You can now cover one of the nation's top three test markets (and the Number *One* test market in New England!) thoroughly and *more economically than ever* with The Providence Journal-Bulletin. New Journal-Bulletin package plans—explained at right—make it easy.

And you'll like what The Providence Journal-Bulletin delivers. This one medium is the strongest selling force *throughout* New England's second largest market . . . a million-plus interstate population center where buying power is BIG . . . bigger than ever, as Sales Management shows.

In ABC Providence alone, The Journal-Bulletin gives you 100%-plus coverage of over 500,000. In the CITY-STATE area, you get more than 80% coverage.

Isolated from other major markets . . . representative and well-balanced between urban and suburban . . . cosmopolitan in composition . . . the bustling Providence market offers you the ideal testing grounds for new products, new packaging, or sales promotion ideas.

New Journal-Bulletin Package Plans

Low Cost Gravure Opportunity—Your gravure advertising in This Week Magazine or locally-edited Rhode Islander may be adapted for Journal-Bulletin combination, black and white, at \$4.44 a line, using same copy. (Min. b&w size to be at least equal to the gravure, and combination to be completed in same calendar week.) We make plates, no charge. Ask about it.

Job-tailored Combinations—You have a choice of combinations to fit your campaign program and budget:

Combination:	Circulation	Line Rate
Morning and evening	294,822	.62
Sunday Journal	185,473	.60
Sunday and Morning	243,234	.70
Sunday and Evening	331,734	.98
Sunday, Morning, Evening	389,495	\$1.84

(ABC circulation, March 31, 1958)

*Daily copy may run morning and evening or evening and morning. Sunday and daily combinations may start preceding Saturday A.M., to be completed with Tuesday P.M. editions. Holiday Journal not sold in combination.

Write for full market data or Package Plan information to Frank S. Rook, Manager, General Advertising, The Providence Journal-Bulletin, Providence 2, Rhode Island. Or your nearest Ward-Griffith office.

PROVIDENCE JOURNAL-BULLETIN

Represented Nationally by Ward-Griffith Co., Inc., New York, Boston, Detroit, Chicago, Philadelphia, San Francisco, Atlanta, Miami, Charlotte, Portland, Ore.

Is There a Hole in Your Corporate Image?

By CHARLES H. BRENNAN

Corporate Image — a bright new term, hauled out and dusted off by American business, has won fresh — and sometimes wildly enthusiastic recognition — in recent years.

The reason? Business has learned that corporate image, long aslumber in a kind of nebulous never-land, has a tangible, dollars-and-cents effect on profit and loss.

This effect has been observed since the day John D. Rockefeller was persuaded to hand out dimes to the kiddies. But businessmen, by and large, have preferred to ignore it, hoping it would just go away. The whole subject was simply too vague to merit study in a hard-boiled, workaday world.

What is this Thing?

How does one recognize this magic quality? (You have one, too, you know!) At its lowest common denominator, corporate image merely means "personality." Your business profile. Your firm's style, manners and the way it combs its hair. At its most complex, corporate image is the climate, atmosphere and psychological

setting in which a firm does business. And company after company has learned that the better the image, the better the business.

It would be impossible to single out one organization or one man as the leader in this field. Corporate image has had a Topsy-like evolution. However, a horseback perusal of the histories of Du Pont, A.T.&T., P.G.&E. and General Mills (to name just a few) would indicate that these are C.I. veterans.

The experiences of these old pro's demonstrate that C.I. is far more than just a dandy thing to have, like a new general office building. Good C.I., that is. They know that when the competition gets down to the short strokes, it is usually the outfit with the best image that wins. Your corporate image is a multi-faceted phenomenon. It is formed, in part, by each of these elements:

Your advertising, public and community relations; your letterhead, building designs, trademarks, product packages, prices; your internal employee relations; your annual report; the

cars your salesmen drive; the way your receptionists answer the telephone.

These things, and many more.

To whom is your corporate image important? Well, for a starter —

Your customers	The government
Their customers	The banks
Your stockholders	The insurance
Your suppliers	companies
Your employees	The folks in your
Your distributors	plant towns

You can probably come up with a few more.

The Chicago Tribune's Pierre Martineau, a tribal elder in motivational research circles, masterminded a profile study of the nation's leading airlines several years ago.

The Chicago-area images of these big carriers amazed and dumbfounded airline executives. Among the top three lines, Airline "X" came out — "modern, fast, good safety record . . . absolute latest in planes and equipment." Airline "Y" played back as a little shabby, down-at-the-heels, with



stewardesses who "couldn't care less." Airline "Z" emerged as the blue-collar man's choice, offering the lowest fares and flying in an aura of romantic, faraway places.

The astonishing thing is that airlines "X" and "Y" fly virtually the same equipment (or did, at that time), have equal safety records and maintain identically high standards of pilot and stewardess training. Airline "Z," of course, offers no lower fares than the other two.

Airline "X's" image was working overtime. Prior to this study, Airline "X" was seriously considering saving some of the millions they'd been spending on expensive little "nice touches." Profit margins were down to a hairline. After the study, Airline "X" executives agreed that any economies would have to come from other areas.

► Why should a company like Du Pont, which sells the great bulk of its 1,500-product output to distributors and processors, be concerned with its general public image? Why should Du Pont spend millions yearly in consumer magazines and network television to create a favorable impression on the great mass of Americans?

Forgetting Du Pont's man-made fibers for a moment (moving these is a pure and simple case of sales and advertising), the company recognizes that this vast public mass includes its suppliers, investors, bankers, neighbors, governmental friends and foes. The climate for all these people must be warm and sunny if Du Pont is to flourish. Too, in 1918 Du Pont won the unfair label of "Merchants of Death." The company has pumped a king's ransom into its "Better Things for Better Living . . . Through Chemistry" slogan to help overcome this legacy. A near-fatal corporate image has been transformed.

Look at the banks. Secure over the years behind a platinum watch-fob, this industry has realized that it must build a friendly, favorable impression

or lose its shirt forever to the 30%-interest loan set.

Today — featuring everything from balloons and trained seals to credit personnel named "Mrs. Quick" and "Mr. Easy"; with warm touches from coffee klatches to "Ready Cash" plans — banks generally present an image that would set departed officers a-twirling in their graves.

There's bad C.I., too.

Just as "personality," per se, doesn't always make one a wonderful guy, C.I. has two sides, too.

Without belaboring a dead horse, let's consider the railroads. Anyone alive and reasonably awake during the last fifteen years can't help but have sensed a distinctly "public-b-damned" attitude when on train rides. In many cases, this impression is justified. Other roads, fully conscious of their fading popularity, have been unwilling to attempt to revive it. Economics is the explanation most frequently heard.

This indifference or hand-wringing despair has brought the industry up to—and past—the point of diminishing returns.

Now, everyone knows that the lifeblood of the roads is measured in carloadings; that passengers are usually a break-even proposition at best. But many enlightened railroaders have come to realize that potential passengers are also potential shippers, neighbors, suppliers, bankers and the rest. And a few have proceeded to transform themselves — all the way from locomotive paint schemes to letterheads — in an effort to build an image of modern, progressive management. Southern Pacific's freight ads are a delight to the eye. And some roads — notably the Wabash — suggest in advertising that it might even be fun to travel by train!

Where does C. I. go astray?

A company's corporate image is

bad when there just isn't any; when corporate indifference is reflected in public indifference—or ignorance.

But even worse (and possibly dangerous) is the corporate program that seeks to create an image not based in fact. This harks back to the venerable advertising truism that no amount of promotion can push a poor product.

Witness the problem of the telephone companies—American, General, Independent. The service they provide is essential. Among them, they enjoy a virtual monopoly of U.S. communications. Historically, this position has left them less than enthusiastic in the customer service area. The attitude until recently has been—"The service is outstanding. The cost is very low. What does the public expect — entertainment?"

Since the war, vigorous management has become keenly aware that — if not entertainment — the public wanted what it thought it should have, not what the telephone company imposed upon it.

This recognition was not born of altruism alone. A brashly sophisticated and vocal public had begun to wonder if the Government couldn't provide the service more efficiently and economically. The voice was too strong to ignore.

► Phone men, like the Du Ponters, know that their climate of public acceptance must be balmy if they are to stay free of the Post Office Department.

Management radar detected the public attitude and read it carefully. The telephone companies, in an agonizing reappraisal, discovered that three living generations of telephone customers were not about to accept an overnight metamorphosis. They had been accustomed to the "old way"; nourished an almost disdainful affection for it. They had always suspected that telephone bills were too high, that new services were hard to get, that operators were innately snippy.

A sudden new image just wouldn't jell with what they knew to be true.

"Before we unleash this alert, modern, helpful, all-American citizen we've become," management reasoned, "let's be darned sure our own house is in order." In effect: "Let's be sure the product is right before we try to sell it."

In place of the conservative stuffiness which had plagued their public profile came a bewildering profusion of new products, a massive public information program, an employee training program to end them all.

Now, after nearly ten years of this effort, soundings of public opinion indicate that a new and vital corporate image is emerging for the telephone companies.

► The lesson here is that the corporate image you seek to build must be believable.

The telephone story is almost a pure textbook case on the development of a corporate image—and there-in lies your clue.

Your starting point is to make a corporate decision as to what kind of an image you want. This may sound like over-simplification, but it is astonishing how few firms have more than hazy ideas on this score.

Obviously, you want to appear progressive, a good citizen, a leader in research, a dispenser of aid to widows and orphans. This can be your general statement of policy.

Some organizations stop at this point. And their main C.I. effort takes the form of "institutional" advertising with which the general business magazines are loaded. "Alpha Electric mines gold from the sea," or "Strategic Air Command pivots on a Beta ruby bearing." You've seen dozens like these. So what? These companies have missed the vital point that C.I. is a total integrated effort.

So your decision must be far more explicit. Your initial document should set forth "by the numbers" such spe-

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The Way You Sign Your Company Name . . .

. . . is always an important link between your company and its image in the public mind. It's not the whole story by any means, but it is often one of the strongest visual impressions you give your present and future customers. Here are a few do's and don't's from Gerald Frisch, v-p in charge of plans and marketing for Jim Nash Associates, Inc., New York City industrial design firm, that can be used as a yardstick to help you determine when and if you should revise your corporate identity.

- A trademark must be designed with more than just a letterhead or label in mind. To successfully play its role in creating a corporate image, the trademark must look as good on the company airplane, the factory roof and an electric sign as it does on the product or package.
- Make the trademark reflect the kind of product or products it represents. A maker of rockets might want a trademark that is sleek and futuristic; the same type of trademark, however, would be impractical for a maker of gourmet foods.
- Design one overall identity that can be used with equal effect on all the company's product lines, even if they are sold under different brand names. The primary corporate symbol should quickly convey the full scope of the organization's activities and at the same time retain the proper balance between brands and corporate identity.
- Develop a logotype and symbol or device that can be protected from a merchandising as well as a legal standpoint.
- Make the design of the trademark as simple and as strong as possible so it runs little chance of mistaken identity or fading into the background as years go by.
- Avoid frills or cuteness that might become tiresome and necessitate another change in a few years.
- When changing trademarks, it is often advisable to pick out the strongest points of your old trademark, make them stronger, and eliminate any remaining frills that serve as distractions.
- Avoid using the more common shapes—stars, circles, triangles, etc.—as integral parts of the trademark. They are used so frequently that they weaken the distinctiveness of the trademark. Even a good design confined in one of these shapes would tend to lose much of its character.
- Try not to rely solely on use of color to lend individuality to your mark. There is no effective way to protect a color as your own.
- It is a good idea to review your trademark every time a merger occurs or a different type of product line is added, just to make sure that the old trademark doesn't give a too limited impression of the company's activities.

Hallelujah... It's Our Ball!

Keep a new product secret? A. G. Spalding & Bros. did . . . and the mystery of the unmarked ball brought the excitement to fever pitch. When the news broke, the firm's salesmen were the most surprised, and relieved . . . They couldn't write orders fast enough.

The next time you introduce a new product, don't tell anyone. Be especially careful that your salesmen don't get wind of it, as they might tell somebody. No caution can be too great to keep it a secret.

Sound foolhardy? Probably. But it has worked just this year for A. G. Spalding & Bros., Inc., as a way of creating excitement over the introduction of the new Spalding Distance Dot golf ball.

The introductory campaign was opened on March 2, 1959, with a mystery mailing to golf professionals all over the country. Mailed to each was the following: A plain, unmarked golf ball; a certificate that announced that this was the "longest-flying golf ball ever made in America," and showing for the first time the new symbol of a bird in flight carrying a golf ball; and a tape measure to symbolize the extra distance gained on each shot with this mysterious new ball.

To sharpen the mystery, the 4,000 introductory kits were mailed from Ft. Knox, Ky., a location that is not associated with Spalding or any other golf ball manufacturer.

Only a few top executives and

agency people knew that the balls were Spalding's.

The pros tried the balls and liked them. They liked them so well, in fact, that many of them raved about the new balls to their Spalding salesmen. More than one salesman later revealed his chagrin at not knowing the source of this new "competition."

On March 20, just 18 days after the balls were mailed to the pros, the company spilled the beans to the 35 salesmen who, working out of six districts, sell Spalding golf equipment to the pro shops at golf courses.

► These salesmen were given a week to prepare their sales campaigns. Then, on March 27, the pros received a formal announcement that bore, underneath a picture of the bird carrying the ball, the statement that "A. G. Spalding & Bros. takes pride and pleasure in announcing that the longest-flying golf ball in America, the new Distance Dot, is now in stock at the branch that regularly serves you."

Although the salesmen were by this time campaign on the pro shops, the mail campaign continued. On March

30, mail pieces showing a forthcoming Time ad and including an order card were sent to all pros. A few days later the mailing was repeated, only this time the planned Sports Illustrated ads were shown.

On April 20, the heralded consumer advertising broke. The advertising campaign that followed left little doubt that the secrecy was over. Initial double-page spreads were run in both Time and Sports Illustrated. From then until October 12, more pieces, ranging in size from two thirds page to a full page, were scheduled in each of the magazines. Additional pages were scheduled in Golf Digest, Golf World, The National Golfer, and Golfing.

The impact value of this ad campaign has been great, and much of this is due to the fact that it is virtually unheard of to advertise a sporting goods item like a golf ball with full-page ads in a national consumer magazine. A two-page spread is akin to a wonder. The company wanted to make very sure that both the pros who sell the balls and the golfers who buy them knew about the Distance Dot. Spalding was taking no chances



ance allowed by the United States Golf Association.

The results have been heartening, to say the least. When the Spalding salesmen went out to talk to the pros for the first time last March, 50,000 dozen of the new balls had been sent to the branches. A large additional supply was held in reserve at the company's Chicopee, Mass., factory headquarters.

Within two weeks, the branches were completely cleaned out. The factory reserve was gone shortly thereafter. Ever since, back orders have been piling up, even though the factory has been put on double shift. Spalding officials expect to be into 1960 before the order backlog is eliminated.

For some time now, Spalding has been in the happy position of having to run "apology" ads explaining the shortage of Distance Dot golf balls. (The ad campaign has been extended past October to gain extra Christmas sales.)

There has been one other unexpected benefit, Spalding officials report: The enthusiasm generated by the new ball has sloshed over onto the other types of Spalding golfing equipment, with the result that sales of the entire line have been greatly stimulated. ♦

with conventional introductory campaigns.

Spalding had good reason for giving extra ballyhoo to its new golf ball. It has been several years since the company first decided to go all-out to capture a larger share of the quality market. This includes balls in the \$1.25 price level that are often sold exclusively in the pro shops at golf courses.

► The creation of the new ball took two years. New rubber compounds and new construction methods were developed and tested. After the ball itself was developed, it was subjected to exhaustive tests on driving machines, scuffing machines, "efficiency" machines, and the like. Before the ball was finally approved, it was tested by the company's staff of paid consultants, which is comprised of a number of top tournament golfers.

Through all of this, much effort went into assuring the complete secrecy of the new ball.

What emerged was a completely new product; everything from the core to the finish was new. It was capable of the maximum perform-



PREPARING TO BREAK THE NEWS to salesmen that the much talked about "mystery" golf ball was a new A. G. Spalding & Bros. product, Marketing Director Edward G. Dawling (right), confers with William Richardson, account executive of Young & Rubicam agency. Secret was kept during three weeks' distribution to pros.

A B.A. in Every Bottle

From milk to mortarboard, on Formulette, is the latest for baby. A head start on college education is handed out via first-premium-paid insurance certificates packed in nursing kits. Jr. gets smart—Formulette gets new gift appeal for utility items.

Starting this month, Formulette Co., Inc., will pack a college education with every major product in its line—infants' nursing equipment.

Each package will contain a gift certificate which will pay up to an infant's first birthday the premium on a \$500 "college or career" endowment policy to mature at age 18. "Normally," says President Robert Lerner, "the annual premium on this type of policy is about \$25. The customer pays only \$1 for processing. After the first year the customer assumes all responsibility for payment of the premium. In addition to the policy benefits, each participating child will be eligible for a \$1,500 Formulette Scholarship to be awarded annually."

The idea for the college or career promotion occurred to Lerner one day while reading a newspaper report on rising costs of education. "I felt," he says, "that there must be millions of young parents who will want to send their children to colleges, but who haven't given a thought to where the money is to come from. I myself have to begin to think about sending four youngsters to college some day.

NEW BABY?



Formulette packs a college education with its nursing products! Special gift certificate starts a \$500 college or career policy for your new baby.

The finest baby nursing equipment and the start of a college education in one Formulette package! A special gift certificate inside, and only \$1. pays the full premium to baby's first birthday. At age 18 your child receives \$500 cash for college or career! Grandparents, uncles, aunts, friends can start a Formulette College or Career program for any baby. Underwriting this significant project along with Formulette, is the Life Assurance Company of Pennsylvania. In addition, every participating child will be eligible for the annual \$1,500 Formulette Scholarship. Make your baby gift a gift of success, give the present that insures his future.



AD THEME highlights educational plan, always uses new dad with sheepskin.

"We feel that what we are doing might have some significance for small manufacturers. Until now the educational field has been pre-empted by large corporations that can afford to spend freely on educational projects. As a small company, Formulette may be pioneering a new idea, making a contribution to education directly through a sales effort."

The Life Assurance Company of Pennsylvania is underwriting the policy plan at no cost to Formulette. It feels that the plan is an effective means of soliciting new business on a mass basis at no advertising or promotional cost.

Approximately \$75,000 will be spent by Formulette this fall and winter to pre-sell the college or career

policy to consumers. Advertising, through The Zlowe Co. Inc., will be scheduled in *Life* and a dozen or more national baby magazines such as *My Baby*, *Your New Baby*. Business papers will carry four-page, two-color inserts to announce the program to the trade. In addition, there will be television announcements in every major market area.

An important retail merchandising aid is a metal rack, occupying less than two feet of floor space, which makes up an organized baby nursing equipment department, ranging from 25c funnels to a \$12.49 nursing kit. It is topped by a display card announcing the college or career program and featuring a photograph of a cigar-smoking new pappy who will symbolize the program in all advertising.

Wholesalers, through whom Formulette sells, Lerner reports, generally are reporting 100% acceptance by retailers. Initial orders from the firm's biggest customers are already greater than last year's sales to the same retailers. A spokesman for McKesson & Robbins, Inc., says it is "one of the best ideas to come along in many a year. . . . Since education is going to become more of a necessity in years to come, we believe this idea has real merit."

"One of our most difficult problems for many years," says Lerner, "has been the reluctance of many retailers to set up an identifiable Formulette product department. Our new floor rack has induced hundreds of stores to allot space for the first time to such a department."

"We have also solved another problem. While the more expensive kits of our products have a ready gift market, many items in our line heretofore could not be regarded as having gift sales potential. The addition of an insurance premium with the first year paid up makes almost every one of our products a gift item now."

Leading educators are endorsing the program. For one, Dr. Howard R. Goody, professor of education, Hofstra College, has this to say: "By establishing a means by which parents can make a college education possible for their children, the Formulette Co. is performing a service that can be of incalculable benefit to our citizens." Professor Goody and several other educators will serve as a board of advisors to Formulette in organizing the scholarship award system. ♦

Who Should Control Finished Goods Inventories?

By JOHN M. SHORT
Sales Administrative Manager
Cannon Electric Co.

There's only one man in the company who really knows who should control finished goods inventories:

The vice president in charge of finance—he is one hundred percent convinced that it should be, naturally, the Finance Department. He will tell you without reservation that both Sales and Production would be prejudiced . . . that inventories under either one would run too high. But he is prejudiced, too. Inventory is working capital and what finance man wouldn't rather see cash than any other kind of working capital?

Meanwhile—both Sales and Production have some pretty good arguments. Prejudiced, yes—but valid enough that neither the sales nor the production v-p cares to go out on a limb against the other unless all the saws are locked up.

Here's Production's viewpoint:

We're the ones responsible for producing what you sell, and for meeting delivery schedules, so it stands to reason we should have the authority to carry out this responsibility—meaning production control, and production control includes inventory.

We get blamed if production costs aren't kept down! To keep costs down we have to figure out production runs of the most economical lot-sizes best fitted to meet demands, according to work in process, component-part stocks and inventories.

Sure, you sales people are the ones who should know what customers will want, but let's face it, you're all optimists. Listen to you and we wind up with finished goods gathering dust in the stockroom.

Instead of relying on feelings about customers' wishes in the future, we can look back to past demand, minimum and maximum, on standard items, and control inventories accordingly. And it's easy enough for you to explain to customers that low-volume items and non-standard items are not carried in stock.

If there are occasionally longer-than-usual delays or higher prices because certain items are not stocked, it should not be unreasonable to expect customers to understand. It's our job to set up production schedules—your job to sell delivery dates to customers. Naturally we want your advice so we can supply reasonable demands, but production control is a complicated science and you must let us evaluate this advice.

We know the trends and the past; we have studies on best production efficiency, relating machines and personnel. We can't have our smooth-flowing production interrupted by fluctuating orders from Sales.

And here's the voice of Sales:

The Production Department should not be burdened with the responsibility of trying to figure out what customers want. You have enough problems without trying to take on all this. We haven't asked for the extra worry of controlling inventory, it's been forced upon us as the ones who know the sales facts.

You don't argue that market research should be under another department, but market research is merely a tool to tell us the products that we should manufacture.

We don't tell you how to run the factory; don't explain our customers to us! You are the experts in production but we know customers.

We hope that by being responsible for what is stocked as finished goods we are actually helping you. By accepting this responsibility we have more incentive to go out and sell any items that we have ordered by mistake. And don't blame us for ordering items that do not move—it's better than losing a big sale because we're not stocked!

If we don't supply the needs of our customers, our competitors will—and we'll all be out of jobs. We have a moral responsibility to protect these jobs, as the men between the company and the customer. We are your agent, your representative, your attorney with our customers. The wealth of our company is measured by its ability to produce, but it's our job to convert this production wealth into cash in the pockets of all of the workers.

It is true, Gentlemen, we are a big company, but we can still operate as a team. By dividing this responsibility for inventories, we are fulfilling our obligation to operate as a member of the team.

Harris-Seybold Grades Prospects, Matches Sales Push to Potential

Preliminary work was tedious. But once set up, this coverage system provided revealing facts for management decisions, stepped up efficiency of the whole sales operation. Now there's always an informed, current answer to "How are we doing?"

Based on an interview by Robert A. Kelly with
HAROLD W. BEDER, JR.
Director of Marketing, Harris-Intertype Corp.

If your salesmen can be calling on the right people in the right companies at the right time, you're sure to get some business.

A lot more business, certainly, than you'd get if salesmen and prospects came together on a whenever-and-with-hope basis.

Harris-Seybold, Cleveland-based Division of Harris-Intertype Corp., now operates under a sales control plan that insures at least a large measure of rightness in frequency and timing of sales calls made by its industrial sales force.

Like many another company, Harris-Seybold anticipated the '58 recession and the inevitable decline in sales and profits. Squeezing adequate business out of a depressed economy meant increasing the effectiveness of the sales force.

The company manufactures big-ticket items—offset printing presses (from \$10,000 to \$400,000) and power paper cutters (from \$6,000 to \$50,000). With this kind of investment involved in every sale, the need for the product often develops slowly. Occasionally, however, it can happen overnight.

Like other capital goods salesmen, the Harris-Seybold man has to know exactly who his customers are, evaluate their potential in terms of probable equipment purchases and generally maintain an intimate business relationship with them. A big order for a man with hundreds of accounts of all sizes.

With Marketing Director Harold W. Beder, Jr., calling the strategy, the company set out to greatly improve its account coverage by:

1. Locating, identifying and grading the sales potential of prospects as well as existing customers.
2. Balancing the work load and earnings opportunities of each territory.
3. Introducing a plan which requires a minimum number of scheduled calls in proportion to the sales potential of the prospect.
4. Freeing field salesmen of all but the most essential reports through the use of punched-card accounting which provides the salesman and his sales

manager with vital statistical information.

5. Following up, by means of a systematic review, the degree of successful performance on the part of each salesman against his pre-determined plan. In addition, this highlights coverage-weaknesses in any specific account.

Rather than undertake this program on a spare-time basis, Beder assembled a task force whose mission was to implement the Account Coverage Program.

Here's how they made it work:

The company's known customers and prospects had to be checked and additional prospects located. While records provided a reasonably complete list of competitor's activities, it was decided to focus on prospects not as yet approached by Harris-Seybold salesmen.

The staff worked with trade magazine circulation lists, trade association membership lists, state directories of manufacturers, direct mail lists and Dun & Bradstreet's information services. It was obvious that a 95% com-

So little paperwork... so many benefits

PIECE-OF-PAPER NO. 1: Aside from writing up orders, the H-S salesman makes out only one kind of report, one for each call. It's designed for fast fill-out; salesmen appreciate.

CUSTOMER NAME				DATE OF CALL			
STREET & NUMBER				CUSTOMER NO.			
CITY & STATE				SALESMAN NO.			
SALESMAN NAME				DISTRICT NO.			
PERSONS CONTACTED (S)				TITLE			
<div style="text-align: center;">EXHIBIT "A"</div>							
TYPE OF CALL		ACTION		OUTLOOK		NEXT CALL PLANNED	
1	REGULAR CALL	1	CLOSED SALE	1	EXPECT WILL BUY TODAY	DAY	MONTH
2	PHONE CALL ONLY	2	PURCHASED COMPETITIVE MACHINE SINCE LAST CALL	2	EXPECT WILL BUY LATER	FROM	TO
3	INITIAL CALL - EQUIP. ON PREMISES LISTED READY			3	POOR OR NO PROSPECT NOW		
MACHINES DISCUSSED (ADDRESS OF BUYER & SOLDIER)							NEW <input type="checkbox"/> USED <input type="checkbox"/>
EQUIPMENT PURCHASES AND CHANGES							
ADD	REMOVE	TYPE OF MACHINE	MAKE	MODEL & SIZE	NEW	USED	SERIAL NO.
REMARKS (INCLUDE DETAILS OF COMPETITIVE PURCHASES)							
PRINTED IN U.S.A. H-S CO. EDA							
MAIL WHITE COPY TO SALES STATISTICS							

PIECE OF PAPER NO. 2: Once a month each salesman gets back a consolidated report on all calls he has made during the previous month. It cues the salesman on planning future calls, cues his manager on the points for discussion.

DAILY SALES CALLS									
HARRIS-SEYBOLD COMPANY									
NO. 145									
NAME: H. H. GREEN									
PERIOD: JULY 1959									
DATE	TIME	CUSTOMER NAME	CITY & STATE	MODEL & SIZE	NEW	USED	TYPE OF CALL	OUTLOOK	REMARKS
7 13 59	4	CLARK LITHO CO	LANCASTER PA	LUN238	H				
7 13 59	4	POTTSTOWN BOX INC	POTTSTOWN PA	P 65	H				
7 13 59	2	CRAFTSMEN INC	KUTZTOWN PA	LUN120	H				
7 14 59	8	ZELL BROTHERS	PHILADEL PA	LTE158	H				
7 14 59	8	LITHCOMB PRESS	PHILADEL PA	LUP249	H				
7 15 59	2	WICKERSHAM PETG CO	LANCASTER PA	LTM130	H				
7 15 59	2	WISE PETG CO	RED LION PA	S 54	U				
7 15 59	4	SMITH PRESS	LANCASTER PA	LTV122	H				
7 16 59	2	WICKERSHAM PETG CO	LANCASTER PA	LTM130	H				
7 17 59	8	ZELL BROTHERS	PHILADEL PA	LTE158	H				
7 20 59	4	MC INTOSH ASSOC	HARRISBURG PA	LUN238	H				
7 20 59	8	UNION PRESS	HARRISBURG PA	ATL259	H				
7 20 59	0	WRIGHT LITHO	HARRISBURG PA	ATP22	H				
7 21 59	4	M&S PRESS	LANCASTER PA	LTV122	H				
7 21 59	2	SCIENCE PRESS	LANCASTER PA	P 41	H				
7 21 59	4	CLARK LITHO CO	LANCASTER PA	LUN238	H				
7 22 59	4	CLARK LITHO CO	LANCASTER PA	LUN238	H				
7 22 59	2	SIGHT PRESS	MT JAY PA	LTV122	H				
7 23 59	8	SKF INC	PHILADEL PA	S 54	H				
7 23 59	2	JONES PETG	PHILADEL PA	LMS2	H				
7 23 59	4	CLARK LITHO	LANCASTER PA	LUN238	H				

plete prospect list could be developed from at least two of these sources. However, since the second step of the program was to grade all prospects in terms of their buying potential for H-S products, it became necessary to evaluate the worth of associated information available from each source.

Trial runs were made in sample areas to ascertain the best approaches for grading prospect potential. Possibilities were: on the basis of number of employees, financial status, sales volume and equipment owned. The results indicated that the most meaningful approach would be a rating based on equipment operated.

Using plants in the sample area, correlations were made between the equipment operated and companies'

ACCOUNT COVERAGE SUMMARY									
HARRIS-SEYBOLD COMPANY									
NO. 146									
NAME: H. J. CULFER									
DISTRICT:									
PLAN NO.	CUSTOMER NAME	CITY AND STATE	PLANNED CALL PERIOD	DATE	DATE	DATE	DATE	DATE	MET CALL PLAN THIS QUARTER
				MO	DAY	YEAR			YES
146	MARCUS JEROME INC	CLIFTON DEL PA	4						
146	MONTROSE PUB CO	MONTROSE PA	4						
146	NOVELTY PRG CO	PHILADELPHI PA	4						
146									
146									
146	OSER PRESS	PHILADELPHI PA	4						
146									
146									
146									
146									
146	OWENS ILLINOIS GLAS	GLASSBORO N J	4						
146									
146	PARKWAY PRESS	TRENTON N J	4						
146									
146									
146	PHILADELPHIA BINDER	PHILADELPHI PA	4						
146									
146									
146									

PIECE-OF-PAPER NO. 3: At the end of each quarter, each salesman gets an account coverage summary which covers a year's history. It clearly reveals how the salesman's performance is measuring up.

known post-war purchases of offset presses and paper cutters. Data were checked through personal interview and a point rating formula established to translate pressroom and bindery equipment operated into purchasing potential.

With account rating reduced to a simple procedure producing 250-300 accounts graded per day, prospect identification and initial grading were no longer problems.

The final step in the grading process was a review by the salesman in whose territory the account was located. Says Beder, "This step is essential, because the salesman will be held responsible for developing the proper relationship with the customer."

When the salesman disagreed with a suggested rating, he was required to support his opinion. Upon reappraisal by the task force, unresolved differences in ratings were settled.

"Once we had assembled this information," continues Beder, "we evaluated our manpower requirements and the work load in each sales territory. We wanted to be certain that our sales force was numerically adequate for the job and its cost in proper relationship to profit goals."

As a preliminary to measuring the work load of each sales territory, a

minimum-call frequency was established for each account grade by drawing upon the experience of field sales managers, and supplementing this information with analyses of call and sales records. Accounts rated as "future prospects," but not of sufficient current potential to permit economical regular calls, were to be covered by a program of direct mail.

The present work load for each sales territory was then determined by adding up the number of minimum calls (based on the previously established rating formula) assigned to each account in the particular territory.

Now, what about the economics of calling on a customer? Roughly, there are 35,000 accounts who can logically be considered current or long-range prospects for the company's products. What is the smallest size account that a printing machine manufacturer can afford to call on regularly?

Here is where the grading system began to pay dividends. An analysis was made of the previous year's sales to a random sample of the company's customers. This related the dollars and units of sales made to each size group used in the account grading. The analysis showed the following:

11% of the large accounts bought during the year.

8% of the medium accounts bought during the year.

1% of the small accounts bought during the year.

.4% of the very small accounts bought during the year.

The dollar value of a sale varied in direct proportion to the size of the account. For example, a sale to a large account averaged approximately \$100,000 and a sale to a very small account averaged approximately \$10,000. Further, less than 3% of all accounts were in the large group. About 50% were in the very small category.

From data such as these, preliminary guide lines were drawn showing how far down the "size" list a salesman could economically operate.

Through analysis of the expense of employing different classes of salesmen (juniors, seasoned, heavily experienced) minimum and practical maximums were established as sales volume objectives for sales territories.

At this point, standards were introduced as follows:

1. The work load a salesman could physically handle expressed in number of minimum scheduled calls per year.

2. The minimum sales volume required to support a salesman and the practical maximum volume in line with adequate servicing of accounts.

3. The minimum grade (or size) account that could economically be covered on a scheduled call basis.

Next, Beder and his task force had to compare actual work loads, sales volumes and accounts covered for each district, with guide standards.

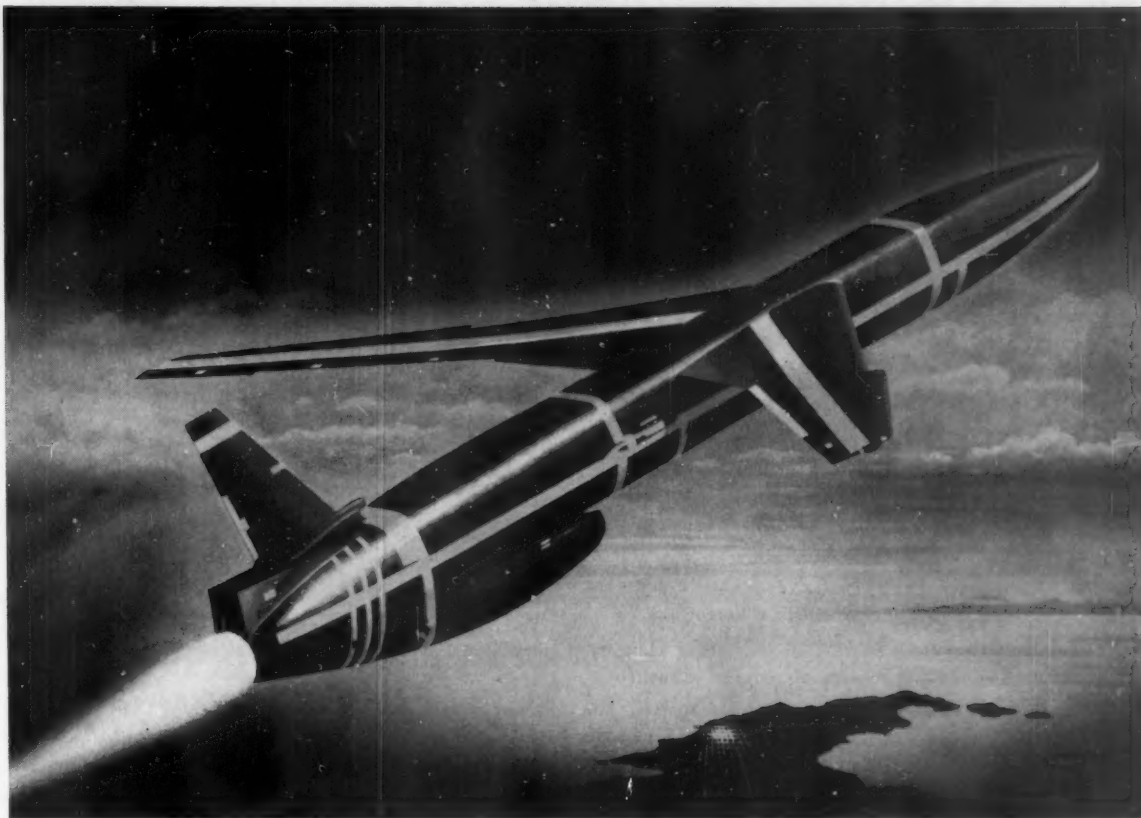
H-S estimated that competitive sales were built on a county basis for each territory. Previously recorded work load details were reviewed in light of the minimum grade (point three above) that could economically be covered. It turned out that there was need for frequent territory adjustment and, in some instances, for increasing or decreasing district-managing tables.

Territories were not constructed on an equal-size basis, but were made to correspond with the guide ranges. The more experienced salesmen were given territories near the top of the ranges. Newer or less capable men staffed the territories of lesser value.

In setting coverage standards, Beder and his crew noticed that the sales force had historically averaged 1,000 calls per man per year. Initial studies showed that 65-75% of a



THE SYSTEMATIC MR. BEDER: He moved from a depression-years job in a department store (merchandise manager) into the big-ticket capital goods business. Earlier he headed sales for the Harris-Seybold Division, now performs this function for parent company.



U. S. Air Force Snark Intercontinental
Guided Missile. Range 5,000 miles.

It's Loaded

with buying power...

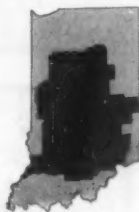
THE INDIANAPOLIS AREA*

You don't need radar to track your results in Indianapolis . . . the area where retail sales are orbiting a healthy 15.9 per cent above the national average.†

And it's no wonder when you realize that metropolitan Indianapolis ranks 13th among all cities over 650,000 in effective buying income per household, and 8th in retail sales per household.

Get your sales program on the launching pad in this rich 45-county area . . . using The Star and The News . . . the media that get results. Write for full details.

*FIRE YOUR SALES MESSAGES AT
THIS RICH 45-COUNTY TARGET



Population:	2,152,000
Income:	\$3,823,053,000
Retail Sales:	\$2,466,255,000
Coverage:	54.9% By
	The Star and The News

† Sales Management, Survey of Buying Power, 1959



STAR Morning & Sunday
NEWS Evening

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

Sales Management September 18, 1959 43



No matter where you look in the vitally alive St. Paul Market, you see a 3-county* panorama of surging growth.

Yesterday's industrial blueprints have ripened into today's payroll-boosting realities. Dayton's, Inc., one of the nation's mightiest retailing giants, plans a multi-million dollar face lifting of Downtown St. Paul . . . including the construction of the finest store between Chicago and the Pacific coast. The Minnesota Highway Department has completed new super highways that are scooping additional thousands of shoppers into St. Paul. Sears is scheduled to break ground soon for a sprawling retail store on the fringe of the St. Paul loop. And that's only the beginning.

Already established as one of the nation's great markets, fast-growing St. Paul is destined to be among the greatest.

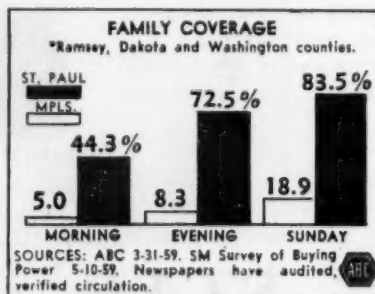
Even now, here's a market where 529,600 people radiate prosperity by spending 655 MILLION RETAIL DOLLARS A YEAR . . . and these shoppers get their buying ideas from only ONE newspaper. Virtually untouched by any outside newspaper, the St. Paul Market is saturated by the St. Paul Dispatch-Pioneer Press.

**AND 1 NEWSPAPER
OFFERS
UNCHALLENGED
BLANKET COVERAGE**

**ST. PAUL
DISPATCH
PIONEER PRESS**

Representatives **RIDDER-JOHNS, INC.**
New York - Chicago - Detroit - Los Angeles - San Francisco - St. Paul - Minneapolis

Whether you rely on the power of black-and-white or the impact of blazing color . . . St. Paul belongs on your "A" schedule!



salesman's time could be scheduled, leaving the balance for call-backs, following up inquiries, service, etc. Adds Beder, "We found, subsequently, that we were somewhat optimistic and that we should not schedule more than 60% of a salesman's time for planned calls." Thus a range of 500-600 planned calls per year was set up as desirable.

The second coverage standard concerned the minimum number of scheduled calls that would be made on each grade size. For competitive reasons, H-S declines to divulge these figures.

Third, a table was drawn up for scoring the point value of different types and sizes of prospect's equipment and translating total point values into a minimum-call frequency.

Having applied these standards to the data for each account, the degree and type of coverage each prospect should be given, was determined.

Now, this information had to be presented to the salesman in a usable form.

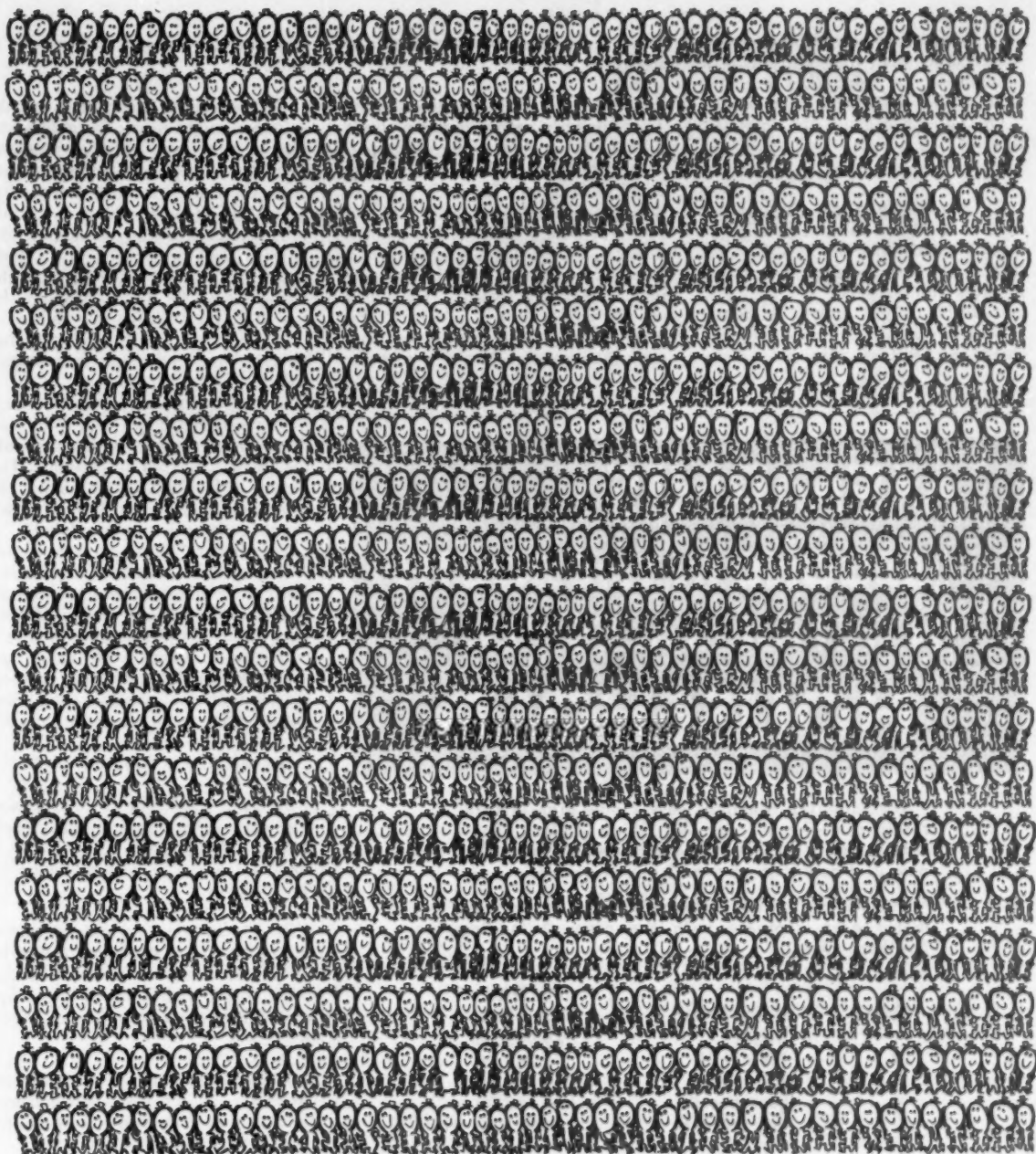
With territories and accounts graded, punched cards were prepared for each account containing the following information: (1) account name, (2) street, city and state address, (3) state, county, district and territory code numbers, and (4) planned call-frequency.

► From the punched cards, a "call directory" was set up for each territory and then combined for each sales district. The directory listed, by group size, all prospects in a salesman's territory. Thus, all large prospects were listed together, followed by medium-size accounts, etc.

In addition, a personalized loose-leaf binder was given to each salesman, complete with individual account-call-record forms for all prospects on whom the salesman was scheduled to call at least twice a year. These the salesman arranged in his loose-leaf binder in a practical sequence to guide him in his call activities. The forms were imprinted from the punched card master file.

Besides the actual order, the H-S salesman is required to make only one other regular report - his call report. A quick, check-off type is used to make the writing as painless as possible. This also expedites the transfer of information to punched card accounting. The form also provides a record and analysis of competitive activity as well as information to support the change in call-frequency which a salesman will often recommend.

When Beder obtains information



It would take **1,000** salesmen, making 10 calls each per day, more than 11 years to make as many face-to-face contacts as you get from 1 ad page in 1 issue of the Post. Alfred Politz' study of Ad Page Exposure proved: 29 million times each issue, someone turns to your ad page in the Post! Isn't this the kind of selling you want your advertising to do?



on a competitive installation from a source other than the salesman, it is brought to the salesman's attention along with a request for more details.

On the other hand, the salesman receives two reports which assist him in doing his job:

1. A monthly Daily Sales Calls report. It lists all calls made, chronologically, and totals the results at the foot of the last sheet of the report. It gives the salesman a brief summary of his months' activity as an aid in future routing and coverage and shows his district manager where

some productive coaching might be in order.

2. An Account Coverage Summary. This quarterly report covers a year's history, by account, while geographically highlighting whether or not the call-plan was met for each prospect during the current quarter. The report was designed to raise an unmistakable danger signal whenever a prospect was not called upon as planned during a quarter. The year's accumulated record provides the proper perspective for reviewing quarterly performance. It also points out

unjustifiable excesses in number of calls.

At first glance, it appeared that the salesmen might resent the guides and checks provided by the program. With few exceptions, the reverse has been the rule. The sales force, after some huffing and puffing in certain independent corners, recognized the new system for what it is—a fool-proof method for assuring that the salesman will be where he should be when the prospect is ready to buy.

In effect six months, the plan has already produced some encouraging results.

The first quarter Account Coverage Summary showed the sales force successful in meeting the plan's schedule for about a third of all accounts. The second half has shown definite improvement with nearly 50% of all accounts called upon as scheduled.

Says Beder, "Before the year is out, C. A. Loefgren, Harris-Seybold Division's general sales manager, expects results to be running around 75% of plan. This will probably be optimum performance since work loads are scheduled on the heavy side to keep the men driving. At the same time the program maintains high morale."

Benefits of the plan are many:

1. Sales management controls the coverage pattern, insuring that each type and size account is covered in a manner relative to its importance to the company.

2. By knowing accurately where personal calls are not being regularly made, the company can use additional direct mail programs to help maintain its position with each prospect.

3. The salesman has an accurate barometer of his own performance and can take immediate steps to improve a weakened situation.

4. Salesman's paper work is kept to a minimum.

5. With this realistic measurement of work load, and sales potential, proper credit can be given for good performance. On the other hand, weaknesses are constantly highlighted, allowing productive coaching by field sales managers.

6. Sales territories can be readily adjusted when changing conditions so require; and an accurate projection of the work load and probable effect on salesmen's earnings can be easily calculated. ♦

MEMPHIS... SECOND IN THE SOUTH IN RETAIL SALES PER HOUSEHOLD

Metropolitan Memphis sets a new high in total retail sales—now over $\frac{3}{4}$ Billion dollars. Total retail sales in the giant, 76-county Memphis market now at a new high of over 2 Billion dollars.

Here's how per household retail sales in Memphis metro area compare with the other 8 leading Southern cities:

RANK	Metro Area	Per Hsld. Retail Sales
1	Dallas	\$4,945.00
2	MEMPHIS	4,761.00
3	Atlanta	4,625.00
4	Fort Worth	4,188.00
5	San Antonio	4,081.00
6	Houston	4,067.00
7	Louisville	3,954.00
8	New Orleans	3,755.00
9	Birmingham	3,631.00

Source: SRDS, May, 1959

You Get More When You Buy Memphis

**THE
COMMERCIAL APPEAL
MEMPHIS
PRESS-SCIMITAR**

SCRIPPS-HOWARD NEWSPAPERS





"This is our fourth plant expansion"

"When I joined the company in 1935, the whole plant was in the building where Inspection and Shipping are now. Production was handled like single jobs. But new equipment has changed all that. Now, with only three times as many men, we're turning out 10 times the volume we did in '35. And we're still growing."

This kind of seam-bursting growth has made Metalworking a \$120 billion industry; has made its production management vitally important. For these men supervise, plan and boss manufacturing in a dynamic field. While hypothetical, Mr. Harper is representative of production engineers and executives in Metalworking—your best customers.

American Machinist is the magazine that helps these men look ahead; helps them keep current in a fast-moving technical field. Expertly edited by experienced engineers, it's an advanced text for younger men, a sure way to keep up for the veterans. Thus, throughout Metalworking, you'll hear production men say...

"I have to read American Machinist"

McGraw-Hill Magazine of Metalworking Production ●
330 West 42nd Street, New York 36, New York ●

Sales Management September 18, 1959

There's a boom at the upper level where big splashes are made



Make the most of it in TIME



In the ten years between 1948 and 1958, the total number of families in the U. S. increased 22%.

A big jump? Not as big as Upper Level leaps like these—

Families with incomes of \$10,000 and over increased 235%!

Families owning two cars increased 396%!

And the number of home swimming pools jumped 4,896%!

It all adds up to a Boom at the Upper Level. You can spot it in the glint of jet airliners, private swimming pools, new country homes.



The boom at the upper level is powered by *somewhere between 8 and 10 million* well-educated, upper-income families. These families are establishing the trends, setting the styles, making most of the major decisions locally and nationally.

Wherever you find the boom at the upper level—there you will find **TIME**. Because most of these millions read **TIME**. And those who don't are surrounded by those who do—their friends, relatives, and business associates.

Companies advertising every conceivable service, product or corporate personality need the approval of these millions who make the great selling years in every field. And they can be reached, informed and *sold* with maximum effectiveness only in their favorite magazine, **TIME**.

How Gem's Sales Whisked up 135%

ASR Products Corp. carves big sales gains for new razor model, thanks to "total product planning" — industrial design, consumer ads, dealer promotion, and point-of-purchase selling.

By L. E. PARKHURST
Executive Vice President
ASR Products Corp.

The "yearly model" trap plagues many makers of consumer goods.

At ASR we realized we were skirting this trap last year when we started to probe new sales ideas for the 1959 line of Gem razors. Many buying markets expect a new look, somehow, each year. Product styling is therefore important in our business, as is good package design.

Also, we appreciate the value of product improvement—real, substantial change—to spark advertising copy, sales promotion and, of course, actual sales volume.

To determine what—and how much—change we needed to sell the Gem razor in 1959, we started by pinpointing 'deas for a new advertising theme.

Our initial thoughts, culled from our engineering department as well as our sales promotion staff and advertising agency, were to restyle the handle of our current razor. This would give us a new look and new styling theme.

► At this point we retained an industrial design firm, Gerald Stahl Associates of New York, and set this organization to work exploring new handle stylings. Meanwhile, our second strategy meeting produced some changes in our thinking. Market information showed that little improvement had been made in blade shaving in recent years. Also, we had proof that certain operations in blade shaving could be modernized.

We then changed our plans and decided to re-design the old Gem Micromatic razor, which permitted opening and closing the blade cover without touching it. We had marketed this razor a few years ago but dropped the line because high production costs prohibited a competitive retail price.

As the designers proceeded to refine details of the new razor, including styling, we planned our advertising themes, promotion ideas and point-of-purchase presentation for the 1959 campaign.

This coordination of product planning and marketing of the new Gem push-button razor accounts for its success—a 135% sales gain to date



NOW RAZOR STANDS UP in point-of-purchase displays, gains 2½ times more exposure. New program brought focus and improvement to displays. The case is acetate; platform, red plush.



water, water everywhere

in the **SAGINAW, MICHIGAN** **MARKET**

... and it leads to all the world's great ports

Water—the most important natural resource for the continued growth of any region—abounds in the Saginaw area. The importance of this abundance of water to the Saginaw market was revealed recently when Department of Agriculture officials predicted that this nation will double its need for water in the next 25 years. Not only has Saginaw an unlimited supply of fresh water for homes and industry, but this water leads directly to the world's great seaports through the St. Lawrence Seaway—two advantages that make this thriving production center even more attractive as an industrial location—two more facts insuring the continued expansion of this “going-growing” market.

Yes, here is a high employment market where consumers spend 16%* above the national average for the things you have to sell. It's a region known for its industrial and agricultural prosperity, and—to secure its future growth—for “the greatest fresh water supply in the world!” Establish your product

in this “assured-future” market. Concentrate your sales message in The Saginaw News where it will be seen by more than 175,000 readers, and where you are paying only 23 cents a line for a net paid circulation of 50,786**.

*Sales Management Survey

**ABC Publisher's Statement March 31, 1959

“The daily newspaper is the total selling medium”

THE SAGINAW NEWS

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, MUrray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, SUperior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, SUtter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper

Sales Management September 18, 1959 51



*"But just how far
can I trust
these rumors?"*



DODGE REPORTS are surer ... and cheaper ... than gossip and guesswork!

If you're after business in the new construction market, rumor-chasing is a pretty expensive way to go about it. Depending on salesmen to "dig it up" wastes time and money that using *Dodge Reports* could save. Why not give your salesmen this help — and give them more time for what they know best, working with buyers who are going to buy. And let Dodge do what it does best — finding more live, active opportunities for your salesmen to work on than they can ever find by themselves.

Dodge Reports — mailed direct to your salesmen daily — tell them who's going to build what and where... anywhere in the 37 eastern states. You specify the area and types of construction you want covered. For each project, Dodge provides the vital facts about whom to see... when bids (and re-bids) are wanted... even who else is bidding. And *Dodge Reports* follow up with needed information — as it develops — in each stage until the last contract is let.

Let us show you how Dodge can lead your salesmen to *in-the-market* prospects... put an end to expensive cold-canvassing and rumor-chasing.

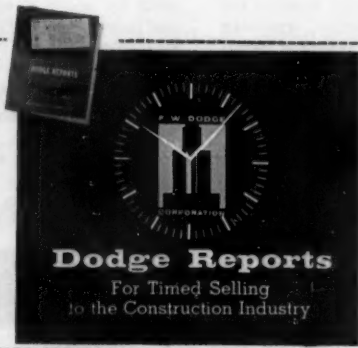
SEND FOR FREE BOOK

F. W. Dodge Corporation, Construction News Division
119 West 40th Street, New York 18, N.Y., Dept. SM99

Send me the book "Dodge Reports — How to Use Them Effectively" and let me see some typical Dodge Reports for my area. I am interested in the general markets checked below.

☐ House Construction ☐ General Building
☐ Engineering Projects (Heavy Construction)

Area _____
Name _____
Company _____
Address _____
City _____ Zone _____ State _____



over our former model during the same length of time.

We introduced the push-button razor via sponsorship of election-night returns last November on network radio and TV. At the same time, we advertised in *Look*, *The Saturday Evening Post*, 156 local newspapers in key marketing cities across the country, and in drug, tobacco and variety chain businesspapers.

To gain maximum acceptance with dealers, we planned extensive promotion. A special selling brochure, delivered personally by ASR field men to wholesalers and chains throughout the country, showed unusual features of the new razor, package, counter-vending display rack and ad schedule. This was a large, glossy, four-color brochure with stand-outs, pull-outs and strong sell copy.

As a special promotion, a "V.I.P. Kit" was delivered to thousands of executives in industry. It consisted of a black and gold folding case containing the razor, package and a framed ad tearsheet.

► As point-of-purchase displays, wire racks show the push-button razor in a stand-up, full-view acetate case on a platform of plush red acetate. Razors are usually displayed flat, but market reports disclose that the new Gem, in stand-up position, gains 2½ times more visible counter exposure than any previous line, including our competitors'.

Our new advertising theme promotes the best feature we have to talk about—an improved product.

Every ad tells in brief and graphic copy what each new razor feature is. The handle, longer and deep-grooved for a firmer grip, is highlighted. Even the embossed "GEM" lettering on the handle provides a convenient thumb grip and furnishes strong brand identification—another good copy point.

Other features that are promoted: A 24-carat gold-plate blade housing; new built-in shaving angle; automatic blade positioning; serrated lather bar to "tee up" tough whiskers; and the nylon push-button, more permanent than steel.

To back the push-button model, we are continuing our advertising schedule on network TV, plus newspapers and consumer and business magazines. Not only have razor sales zoomed, but the new model has created so many new users of Gem blades that we are running at production capacity.

We are continuing to work with our industrial designers to develop other product ideas. We expect this approach will help us avoid the snare of the annual new model. ♦

This is the spot for a commercial



Welcome aboard! This is a *listening* mood — a *receptive* mood.
And here's where *you* come in, with the right Spot Radio plan.
These 29 great stations can make clear sailing out of selling!

KOB, Albuquerque	WGB, Atlanta	WBR, Buffalo	WGN, Chicago	WFAA, Dallas-Ft. Worth	KOSI, Denver
WKMM, Detroit	WANE, Fort Wayne	WWSA, Harrisonburg	KPRC, Houston	WISH, Indianapolis	
KARK, Little Rock	WINZ, Miami	WISN, Milwaukee	KSTP, Minneapolis-St. Paul	WTAR, Norfolk	KFAB, Omaha
WIP, Philadelphia	KPOI, Portland	WJAR, Providence	WRNL, Richmond	KERA, Sacramento	WOAI, San Antonio
KFMB, San Diego	KOBV, San Francisco	KMA, Shenandoah	KREM, Spokane	WSTO, Tampa-Orlando	KVOO, Tulsa

Edward Petry & Co., Inc.

Radio Division

The Original Station
Representative

NEW YORK • CHICAGO • ATLANTA • BOSTON • DALLAS • DETROIT • LOS ANGELES • SAN FRANCISCO • ST. LOUIS

To Get More for Your Advertising Dollar in Metalworking...



Most metalworking purchase decisions are team decisions reflecting the thinking of at least four major executive groups. In the overall view, some groups predominate numerically, but none accounts for more than one out of three purchase-decision executives in terms of primary function. Furthermore, there is a significant overlap in purchasing roles, because the average metalworking executive has two executive functions.



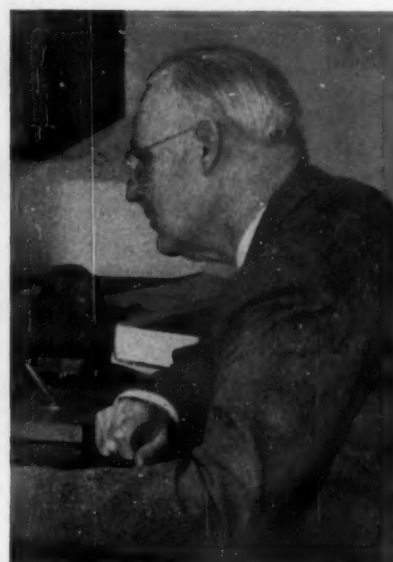
Engineering executives are important in determining the type of product to be purchased and its specifications. But if you limit your advertising coverage to this function alone, you will reach only 19% of the men who influence metalworking's purchases.



Purchasing executives often have the final say in selecting suppliers of equipment, parts and materials. Your product may not even be considered, however, unless you have sold the other 87% of the buying-specifying team.



Top management executives represent an important 28% of metalworking's purchase-decision team. Yet to concentrate your advertising solely on this function means ignoring a majority of the buying-influence executives.



Operating management executives make up the largest segment (32%) of metalworking's buying-specifying team. Nonetheless, they account for only one out of three executives who buy or influence buying of your product.

Plan Program for Maximum Coverage of Buying-Specifying Team

New National Analysts study defines buying influence of individual executive groups . . . pinpoints their publication readership

Most metalworking purchases are team purchases involving executives with management, engineering and purchasing functions. In fact, 83% of all metalworking executives down to and including supervisors and foremen take some part in purchase decisions. And they do so in more than one role, because the average metalworking executive has two executive functions.

These are just two findings of the National Analysts Study "How Metalworking Buys" . . . a study based on personal interviews with a probability sample of 2211 metalworking executives in 596 plants. They explain why it is dangerous to "compartmentalize" media selection by function in metalworking. For example, if you concentrate solely on executives with the primary function of operating management—numerically the largest segment of the purchase-decision

team—you may miss two out of every three executives with buying influence. Add top management—the second largest segment—and you still reach only three-fifths of the team, as the table below clearly shows.

Thus your advertising is more effective if it starts with the broadest possible coverage of the entire buying-specifying team. Only then does it make sense to reinforce this coverage vertically among the executive functions that are most important in the purchase of your type of product.

The table below—based on National Analysts findings—shows the relative importance of various executive groups in purchase decisions and the respective coverage provided by 11 leading metalworking publications. For details on this impartial study of how metalworking buys, what it reads and why, see your IRON AGE representative.

Distribution of metalworking's purchase-decision team by primary function

All P-D Executives	Top Mgmt.	Operating Mgmt.	Production Eng.	Des. & Dev. Eng.	Maint. Eng.	Purch.	Sales & Adv.	All Others
100%	28%	32%	9%	6%	4%	13%	2%	4%

Purchase-decision executive coverage by major metalworking publications*

IRON AGE	81%	80%	79%	77%	83%	85%	89%	87%	71%
Pub. B	60	63	59	54	62	32	73	63	49
" C	39	42	45	36	40	24	31	7	19
" D	38	37	47	46	45	33	20	3	25
" E	37	40	41	37	42	45	24	35	5
" F	35	35	44	53	24	47	20	12	5
" G	33	35	34	43	63	28	16	42	5
" H	32	35	31	46	61	21	16	32	4
" I	24	25	25	22	15	28	16	28	24
" J	24	24	27	40	22	27	12	5	16
" K	19	21	20	14	22	27	14	45	5

*Publication names on request. Coverage figures represent claimed reading by metalworking's purchase-decision executives in answer to the National Analysts study question, "Which of these magazines do you ever read or look through?" Study was awarded a certificate of merit for creative media research in the 1958 Annual Media Awards competition.

The **IRON AGE**

A Chilton Publication

Chestnut & 56th Sts., Philadelphia 39, Pa.



Headquarters for
Assistance in
Marketing to
Metalworking

Barrage where it does most good!



Now it will soon be possible to put a barrage of advertising in specific markets, win customers, friends, and sales . . . do selective—local—selling, for the first time in a quality farm magazine!

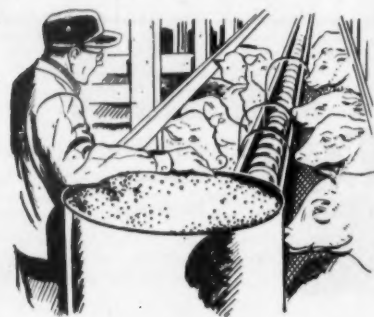
SUCCESSFUL FARMING, effective with the January 1960 issue, will offer twenty State and Regional editions, plus the National edition. The advertiser chooses the combination which best fits his plans.

The new flexibility enables advertisers to concentrate sales effort where additional selling effort is needed, back up local and regional salesmen, dealers and distributors, intensify impressions.

You can list dealers, gain the advantage of personalized selling, and enjoy a new merchandising tool.

The new SF editions will also fit the needs of sectional advertisers, department stores, local industry, be an important step to broader distribution and expansion.

Advertisers in the State and Regional editions will get all the assured advantages



of SUCCESSFUL FARMING—its unique editorial influence which opens doors for the salesmen, heightens receptivity and response . . . its friendship and warmth, won by 57 years of service, helping subscribers earn more money, live better.

You'll get the same fine reproductions, quality visual presentation, longer life—SUCCESSFUL FARMING is a service manual, kept, read, and referred to continually on practical problems.

The SF farmer has a big farm, averaging 336 acres, and getting bigger—today is 50% larger than in 1945.

Of major importance in agriculture, the SF audience has 41% of all U.S. milk cows, sells 47% of all cattle and calves, and 62% of all the nation's hogs and pigs.

SF readers have money and means. For more than a decade, the average estimated annual cash farm income of SF farm subscribers has been around \$10,000, and in 1958 reached \$12,120.

Your advertising in the SF State and Regional editions, in the National edition, or in a combination of both, gets respect and results. No other medium can match the productivity of SUCCESSFUL FARMING among the nation's top farm families.

Make your plans now—for the best sales opportunity of 1960.

The nearest SF office will gladly tell you more.

Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans.



20 State & Regional

Editions of Successful Farming— in January 1960

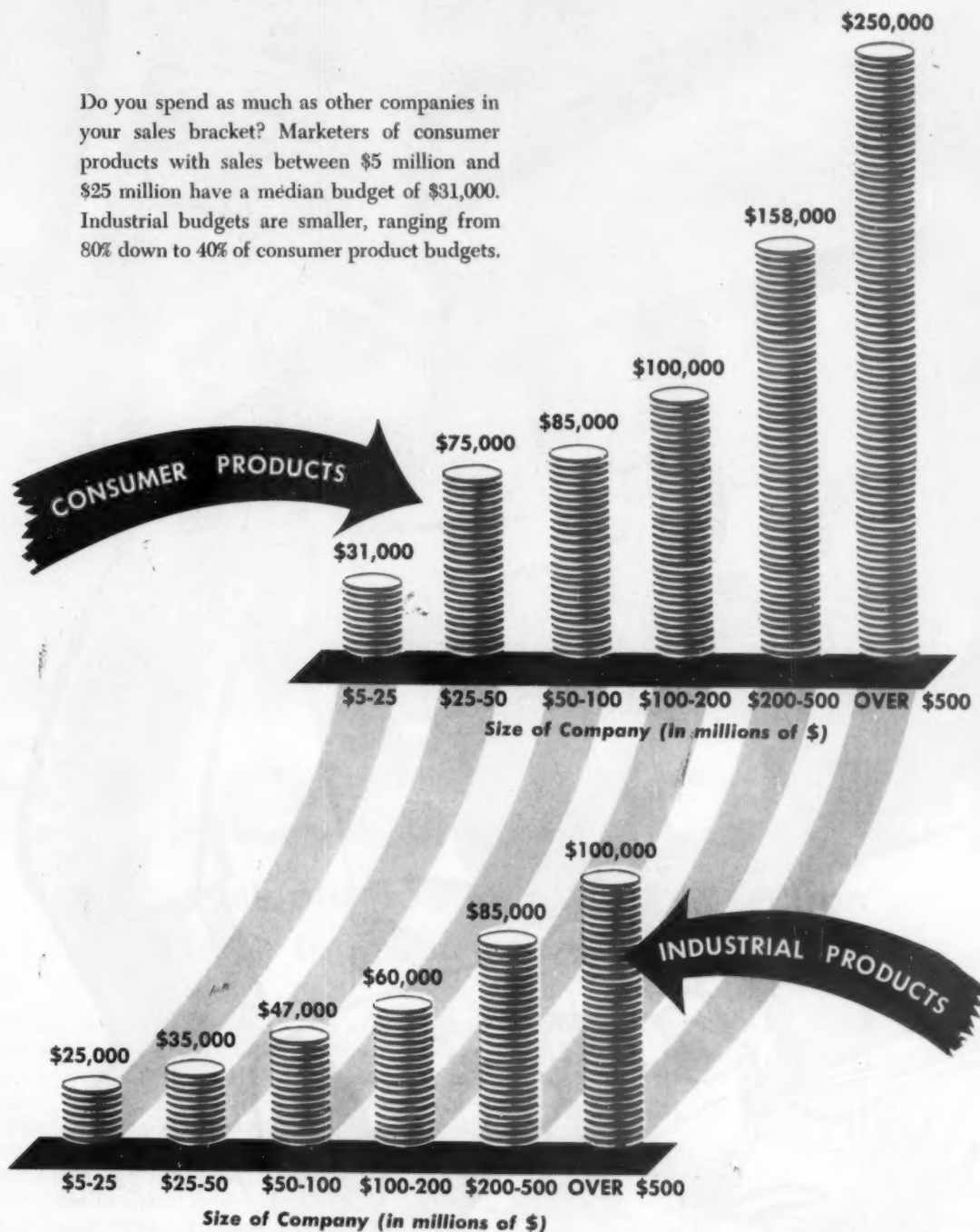
Edition	States	*Circulation	B&W Pg. Rate
1	Iowa, Illinois, Indiana, Nebraska, Minnesota, Wisconsin	608,297	\$3,955
2	Illinois, Indiana	218,956	\$1,860
3	Iowa	128,670	\$1,160
4	Minnesota	116,748	\$1,050
5	Nebraska	67,646	\$ 625
6	North Dakota, South Dakota	82,225	\$ 760
7	Wisconsin	76,277	\$ 705
8	Iowa, Illinois, Indiana	347,626	\$2,780
9	Iowa, Minnesota	245,418	\$2,085
10	Iowa, Nebraska	196,316	\$1,720
11	Minnesota, Wisconsin	193,025	\$1,690
12	Minnesota, North Dakota, South Dakota	198,973	\$1,740
13	North Dakota, South Dakota, Nebraska	149,871	\$1,350
14	Illinois, Indiana, Ohio	320,412	\$2,565
15	Iowa, Minnesota, North Dakota, South Dakota, Nebraska	395,289	\$3,065
16	Iowa, Illinois, Indiana, Wisconsin, Minnesota	540,651	\$3,785
17	Illinois, Indiana, Ohio, Wisconsin, Michigan	464,985	\$3,370
18	North Dakota, South Dakota, Nebraska, Kansas	217,241	\$1,850
19	Iowa, Nebraska, Kansas, Missouri	339,268	\$2,715
20	Middle Atlantic, New England	138,385	\$1,245

*A.B.C. Publisher's Statement 12/31/58

Successful Farming . . . Des Moines, New York, Chicago, Atlanta, Boston, Cleveland, Detroit, Los Angeles, Minneapolis, Philadelphia, St. Louis, San Francisco.

What Do You Spend for Market Research?

Do you spend as much as other companies in your sales bracket? Marketers of consumer products with sales between \$5 million and \$25 million have a median budget of \$31,000. Industrial budgets are smaller, ranging from 80% down to 40% of consumer product budgets.



Source: American Marketing Association study of 1359 business firms

Mr. Gains



"That's Whippert County down there, with income per consumer spending unit of six thousand seven hundred and fifty-six dollars."



She's sold!

...and cellophane's "tailored protection"
made the sale more profitable

Protection, tailored to individual product needs, is just one of cellophane's unique combination of advantages.

Du Pont cellophane's tailored protection lowers the cost of a sale, because the packager can choose from over 100 different types...gets—and pays for—only the kind and amount of protection his product requires. And he profits from the repeat sales assured by proper protection of quality.

In addition, Du Pont cellophane offers the proven sales power of pure transparency, unbeatable efficiency on high-speed packaging machinery, unlimited flexibility of design and vivid color printing.

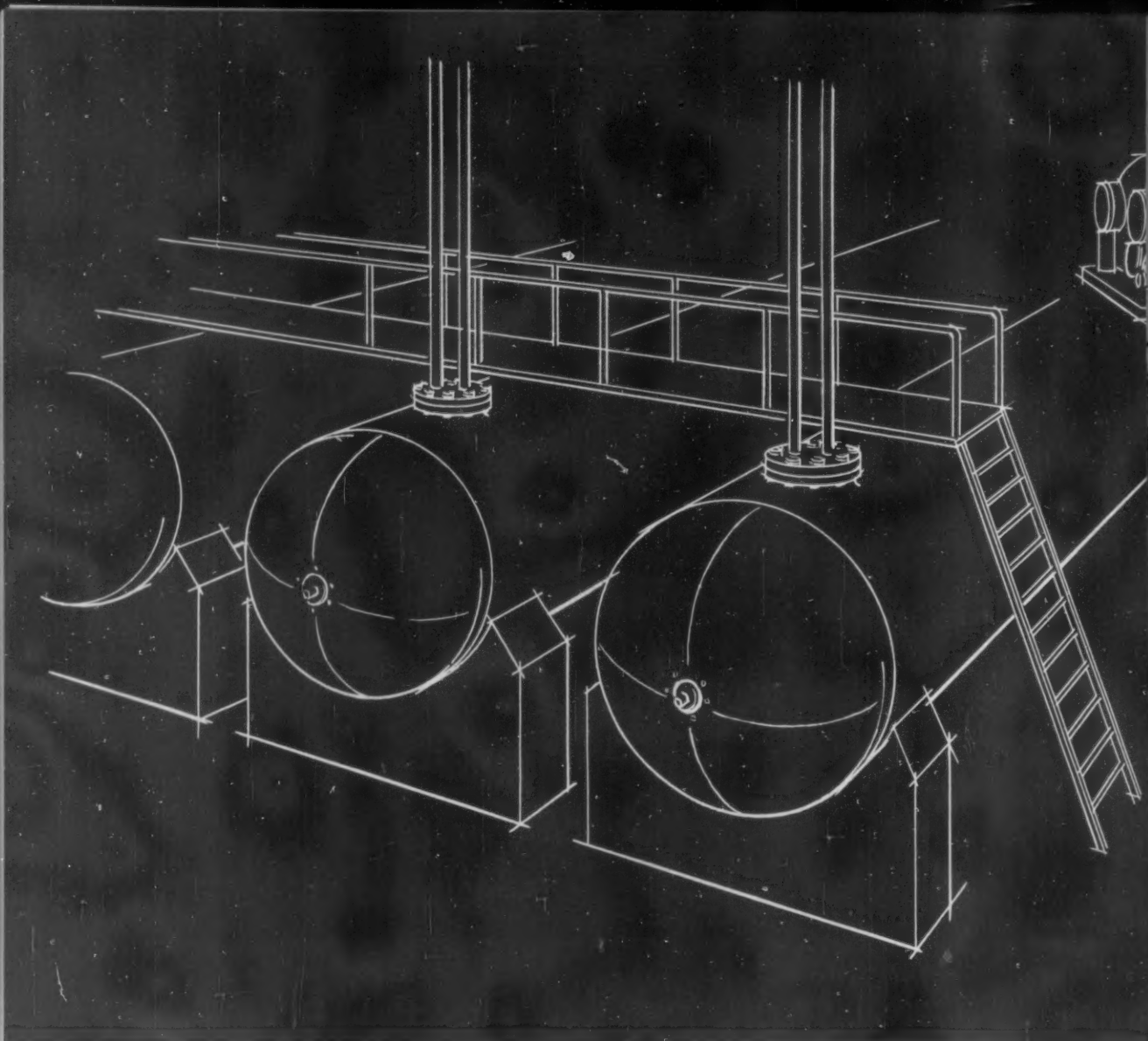
PROVE TO YOURSELF that cellophane can help "buy your market" at lowest cost. Ask your Du Pont representative to give you all the facts.

E. I. du Pont de Nemours & Co. (Inc.),
Film Dept., Wilmington 98, Del.



Better Things for Better Living...through Chemistry





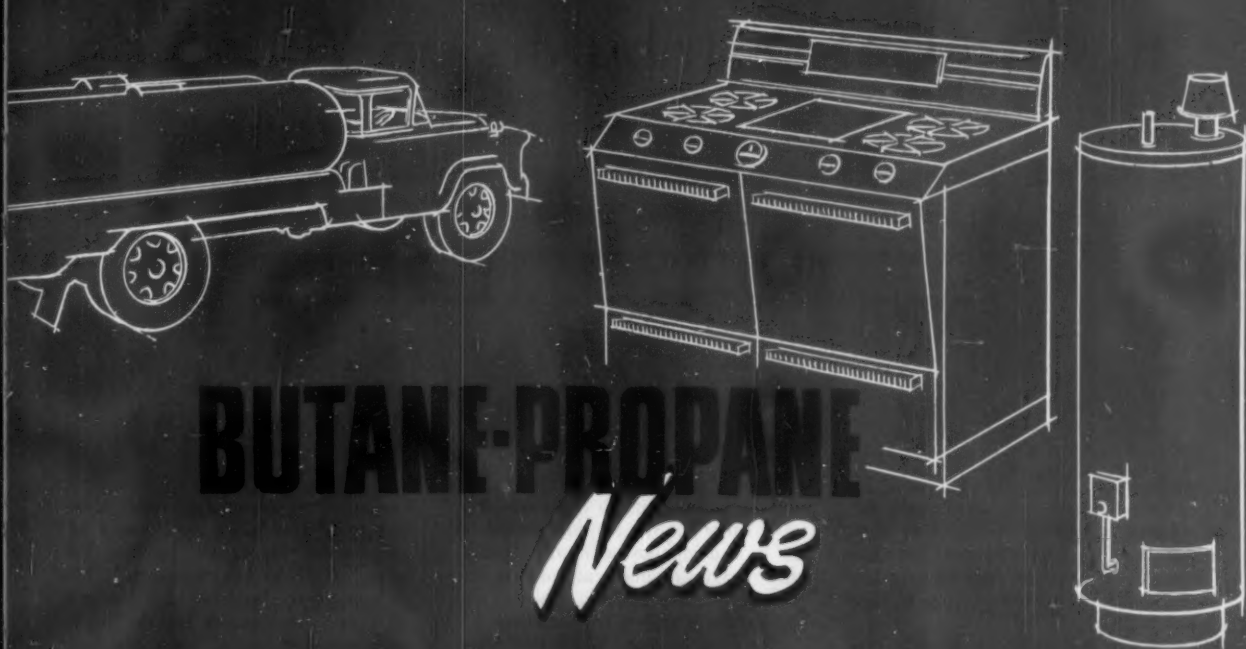
Gives readers accurate, up-to-the-minute technical, management and marketing information. Goes to men engaged in the sale and distribution of LP gas and the appliances and equipment necessary for its use. Since 1931, BPN has been known as "headquarters for LP gas information."

Gives advertisers audited circulation of more than 15,000 in some 11,600 liquefied petroleum gas plants. BPN reaches every known bulk plant, plus all known full-time bottled gas dealers.



Butane-Propane News is published by Chilton, one of the most diversified publishers of trade and industrial magazines in the country—a company with the experience and resources to make each of 17 publications outstanding in its field.

In keeping with Chilton policy, the staff of Butane-Propane News devotes full time to the publication, with the dual aim of editorial excellence and highly selective circulation. The result is a magazine *designed to sell* the entire liquefied petroleum gas industry.



BUTANE-PROPANE *News*

**designed to sell
the liquefied petroleum
gas industry**

 **Chilton**
COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania

PUBLISHER OF: Department Store Economist • The Iron Age • The Spectator • Automotive Industries • Gas Hardware Age • Boot and Shoe Recorder • Butane-Propane News • Electronic Industries • Aircraft and Missiles Jewelers' Circular-Keystone • Optical Journal & Review of Optometry • Distribution Age • Hardware World Motor Age • Commercial Car Journal • Product Design & Development • Business, Technical and Educational Books

Sales Management September 18, 1959 61

How to Get Distributors on Your Side

The largest maker of signaling equipment gives its distributors all the training and sales tools that you would give your own sales force. The pay-off is a strong distributor marketing team that pushed sales up 31% in the first six months of this year.

By JAMES G. PLUNKETT
Senior Associate Editor

A manufacturer with a strong distributor marketing organization often has problems—how to get the most from the distributor, how to keep him carrying a full inventory, how to keep him selling.

"We were really in trouble two years ago," declares Robert L. Kempton, vice president-marketing, of the Edwards Co., Inc. The family-owned firm, headquartered at Norwalk, Conn., is the oldest (87 years) and largest maker of signaling, communication and protection equipment.

"Edwards' morale and confidence were very low. We had always sold through distributors, almost 1,400 of them. Then as the economy boomed, our distribution costs increased and our market dwindled under pressure from direct-selling, price-cutting competition.

"The worst problem of all was that we had completely given up on the distributor. And he had given up on the old 'bell-and-buzzer' maker." Kempton explains that the distributor "often kept low inventories, only because he had to carry our prestige line. Our most beautiful merchandising deals were total failures because of lack of support. We were unable to market new products or reach new markets. We were stuck on a plateau while the whole electrical industry soared past us."

► Kempton had to make a decision. Meet direct selling by dropping the distributor and setting up a direct sales force? Edwards couldn't; it sells to 20 markets; it has no across-the-board competition. From his 15 years in Edwards' sales ranks, Kempton knew he could get distributor support. He decided to make the distributor an arm of the Edwards sales team—teach him how to sell creatively; how to go after new markets; how to handle direct mail, promotions,

and hold meetings to train his staff.

In early 1958, Kempton kicked off his new campaign—a Sound Partnership program aimed at making the electrical distributor an extension of the Edwards selling organization.

The program goes into action when a distributor buys a complete stock of signaling equipment recommended by Edwards. At this time the distributor selects a key man, or several men, to be trained by Edwards as signaling specialists.

The main instrument of the program, a seven-part Better Selling kit (SM, June 6, 1958, page 73) then comes into play. The kit is a year-long bombardment aimed at making the distributor a better salesman. He is shown how to organize for more sales and go out and get them. He is given instructions and mailing pieces to conduct an effective direct mail campaign. And Edwards floods him with selling aids, product displays, merchandising brochures, guides to signaling equipment market, product descriptions, even request cards for fast price quotes from headquarters.

► Part of the kit is aimed at mechanizing Edwards' field salesman's paper work, organizing his selling time, and guiding him to better distributor sales meetings. He gets sales training forms, IBM call reports, advance weekly planning sheets, sales interview forms and follow-up letters, inventory-control stock sheets, and many other sales aids. He also receives an instruction book which enables him to hold sales meetings of any length from 10 to 90 minutes.

"The distributor really went for it," says Kempton happily. "He welcomed the opportunity to have his own signaling specialist . . . He grabbed for our lessons on selling, markets, product advantages, direct mail campaigns, displays . . . He liked the new atten-

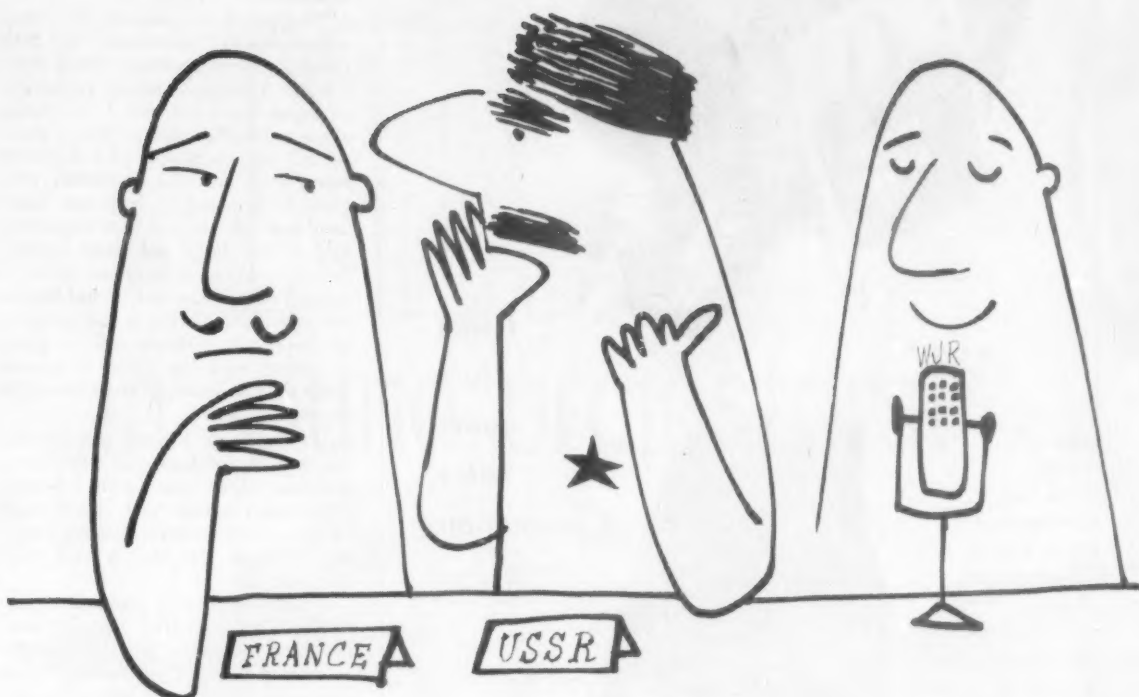
tion we were giving him—sales training, sales meetings . . . He was impressed by brochures showing Edwards' national ad campaign." The ad campaign illustrates case histories of how distributors handle tricky problems—and profit, with the help of Edwards.

"Yes, the distributor became the key in the Edwards marketing team. Now he can help us market anything," Kempton continues, "You know, that was all it took. The entire Edwards Company changed in less than a year. We have a new confidence and enthusiasm. We quadrupled our research and development. We're busy rounding out our product lines, deepening our penetration, and improving our equipment."

The Sound Partnership program passed the test in a recession year with a 6% increase in sales over 1957. And sales in the first half of 1959 were up a big 31%. Smiling, Kempton goes on, "Edwards now gets support from its distributors that is considerably out of proportion to the volume in the industry. We often get much more support than manufacturers with several times as much volume. The distributors even plug us to other manufacturers, for we taught them to sell creatively."

This lesson in creative selling is being continued in 1959 with a Product Information program, a year-long round-up of tips on sales techniques and product information.

► Edwards' big success this year is a new Industrial Modernization program. This project, aimed at tapping the vast industrial market, gives the distributor the specialized training and sales aids necessary to analyze an industrial prospect's problems and then prepare and make a formal sales presentation. The program is an important incentive, for an industrial



"КТО ЭТОТ ЧЕЛОВЕК?"

The question: "Who's this man?"

The answer: "Peter Hahn, WJR News."

The place: the Foreign Ministers Conference in Geneva. Of course, Hahn wasn't really sitting at the conference table, but he got as close as any newsman could to broadcast live reports direct from Geneva to WJR twice daily.

While Hahn was overseas, WJR staffer Jack Hamilton made several direct reports from Washing-

ton on major national news stories.

And all of this in addition to *nine* 15-minute newscasts every day. This is the sort of news coverage WJR gives its audience.

Comprehensive news reporting is an example of what's happening at WJR, a station where radio is a living, breathing, broadcast medium (rather than just a gigantic juke box). We call it "complete-range programming" . . . programming with something for everyone, tailored for the many different

tastes and needs of the 17 million folks within sound of our voice.

If you'd like to grow in the Great Lakes area, join a fine company of advertisers and grow with WJR. See your Henry I. Christal representative.

WJR DETROIT
760 KC 50,000 WATTS
RADIO WITH ADULT APPEAL

bags by natco, either from our standard line or custom manufactured, offer thousands of smart sales promotion slants for marketers anxious to sharpen their competitive edge. (as product-packages, premiums, special offers, displays or sales kits.) why not let us match our ideas with yours? direct factory prices justify your inquiry! write, wire or phone today.

"suppliers to the airlines of the world."



natco products corporation

1401 post road, warwick, rhode island

no
tricks
just
smart
sales
promotion

signaling installation can be worth a great deal to a distributor, both in Edwards' products and auxiliary equipment.

The industrial program has been enthusiastically welcomed by both national and independent distributors. Graybar Electric Company's manager of power apparatus sales, R. C. Dunn, wrote to Graybar offices: "Every plant we call on is a prospect for signaling equipment, and the industrial program is designed to help our salesmen make the most of their opportunities in the huge industrial market. Its sole purpose is to create business—and it will. To those Graybar houses not now participating in the program we hope consideration will be given to joining with the other 71 houses when the Edwards representative calls on you."

Westinghouse Electric Supply Co. was equally enthusiastic: "We have reviewed these plans with Edwards sales management and recommend them as ideal creative business builders for both the branch and your salesmen."

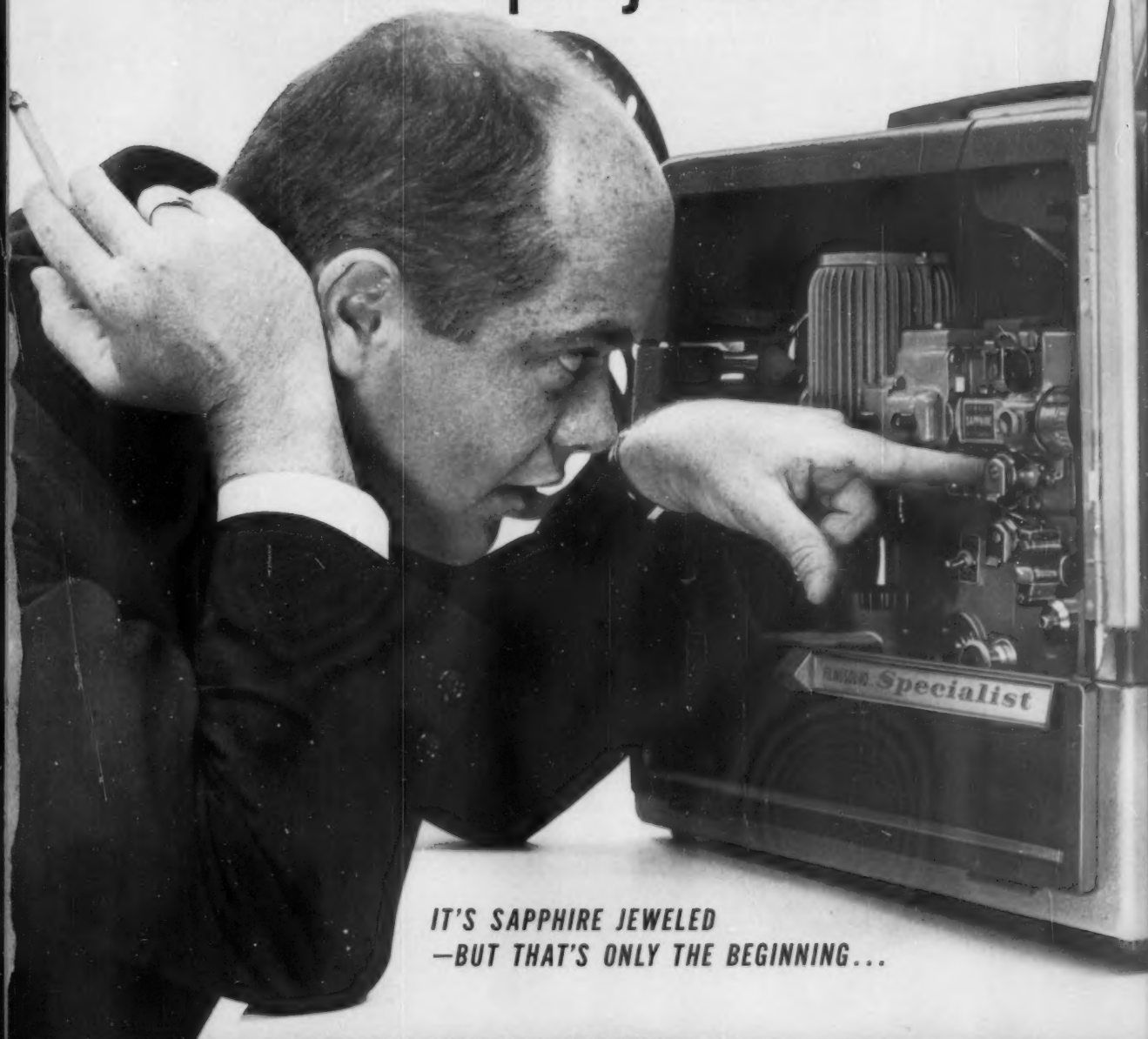
When a distributor prepares an analysis of an industrial signaling job, he sends a copy to Edwards' market research manager, Cole Bender. "Even the earliest returns in this program," says Bender, "proved that industrial signaling business was being found which, without the program, would never have come to light."

The overall Sound Partnership program is enabling Kempton to reduce gradually the number of Edwards distributors. Because they must voluntarily join the program, somewhat less than half of Edwards' 1,400 distributors are now participating. "We're not cutting anybody off," says Kempton, "but in a couple of years we'll be down to about 750 of the best distributors in the country. That'll do wonders for our distribution costs."

► Other important by-products are pointed out by Kempton: "For the first time in our history, we were able to institute sales control and distributor inventory control. . . . We realigned and re-educated our own sales force of 120 men. . . . With growing volume, we're able to cut our own unit-sales costs. . . . And the program, especially Industrial Modernization, is an inexhaustible source of market information."

And now, with the ball rolling smoothly, Kempton is busy planning for 1960: "We'll equip the distributor to really penetrate another big market." What market? Edwards' competitors are going to find out Jan. 1, 1960. ♦

"Look at what's
NEW
in sound projectors!"



*IT'S SAPPHIRE JEWELLED
—BUT THAT'S ONLY THE BEGINNING...*

Introducing the new Bell & Howell Filmosound Specialist 399AV

(America's most versatile 16 mm sound projector)



Look what it lets you do...

ZOOM!

Bell & Howell's *FILMOVARA* lens lets you zoom the picture to fit the screen. Don't move the projector. Just twist the lens! The only *optional* feature shown on these pages. All others are standard equipment, built into the *Specialist* 399AV projector.



STOP!



Look at a frame as long as you like. Bell & Howell's exclusive "cold glass" heat filter gives you *brighter* still pictures than you've ever seen in a sound projector. The "cold glass" safeguards your film and lets you stay on frame *indefinitely*.

LOOP!



No fluttering or flickering. The automatic loop restorer brings back a lost loop in the wink of an eye! No interruptions. Your audience stays *attentive*.

RELAX!



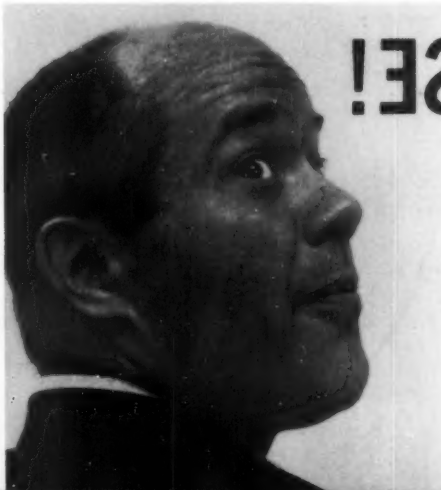
It's the easiest of all projectors to use. You can thread it in seconds and control your showing with a single dial. You never have to oil it because it lubricates *itself*. And you know the *Specialist* won't break down in the middle of a showing. Every single part is engineered to last. This is the projector that never quits running!

LISTEN!



It's a new 2-speaker sound system! Bell & Howell has added a *second* speaker for greater clarity and richness. Both are permanently mounted. You get better communication and clearer understanding.

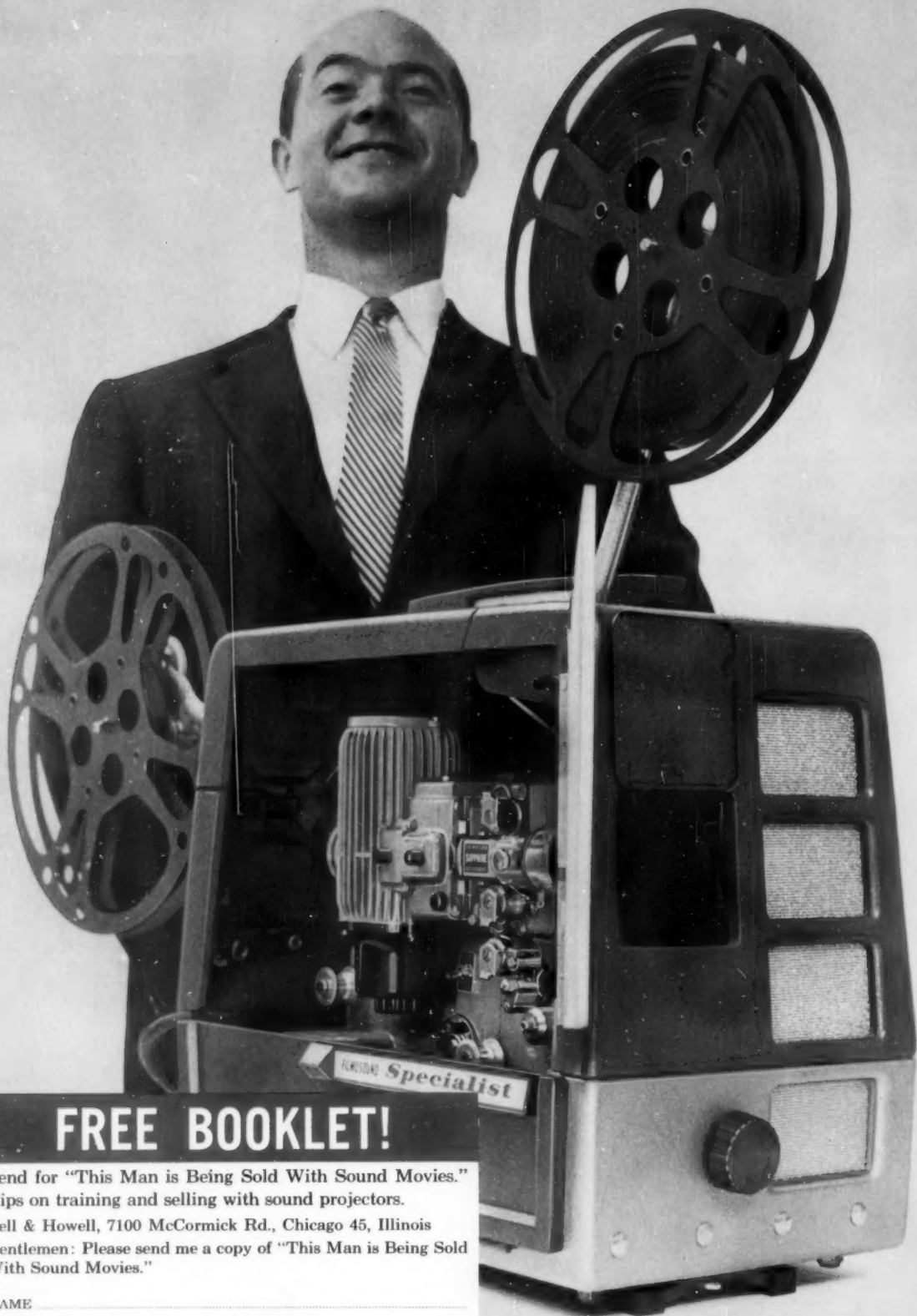
REVERSE!



Did somebody miss something? Flick the reverse switch, run it back and show the scene again. Just as an instructor can stop and go back over a point for clarification, so can the *Specialist*.

★ *and it's sapphire jeweled.*

All critical film handling parts are surfaced with sapphires for 400% longer life.



FREE BOOKLET!

Send for "This Man is Being Sold With Sound Movies."
Tips on training and selling with sound projectors.

Bell & Howell, 7100 McCormick Rd., Chicago 45, Illinois

Gentlemen: Please send me a copy of "This Man is Being Sold
With Sound Movies."

NAME

ADDRESS

CITY STATE

ORGANIZATION

FINER PRODUCTS THROUGH IMAGINATION



Bell & Howell

How Should Dealers Time Their Tie-ins With Your National Ads?

Here's a subject that needs more research. The survey reported here—a limited one—shows that media carrying national advertising disagree rather sharply with department stores, at least on best tie-in timing for fashion products and hard goods.

By CHESTER ROBERTS
Account Supervisor, Donahue & Coe, Inc.

A short time ago, a client asked us what answer should be given to a major department store that had indicated a willingness to tie in locally with the client's national magazine ads and wanted a specific recommendation as to when the store should run its tie-in advertising.

On the surface, it was a simple question—one that is asked frequently of agencies.

As often as we had answered the question, we decided to check our thinking. Phone calls to the advertising directors of several major New York stores brought a single reply: the same day the ad broke nationally. But when the advertising directors were pressed for their reasons why, it became quickly apparent that their opinions were based more on precedent than on research. Each man we questioned admitted the subject was frequently debated but rarely resolved.

The men we talked with seemed to be so intrigued with the question that we decided to explore the subject further in an effort to develop marketing information of value to retailers, manufacturers, agencies and the national magazines. To do this, we decided to conduct our own survey.

A simple questionnaire was sent to advertising and merchandising managers of leading department stores throughout the country. At the same time, an identical questionnaire was sent to publication executives. Only two questions were asked:

1. What is the best time for a retailer to run an advertisement tying

in with a national advertiser's ad?

This question was set up to be answered in four categories: for monthly magazine, fashion product; monthly magazine, hard goods product; weekly magazine, fashion product; weekly magazine, hard goods product.

2. Does this "best time" vary by season of the year?

This question was set up to be answered for fashion products and hard goods products separately. In addition, a space was left for comments.

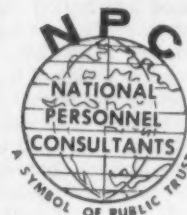
A total of 95 questionnaires were mailed to department store executives and 30 replies were received—a 32% return.

Questionnaires were mailed to 25 publication executives with 21 returns—an 84% return.

The replies from department store executives indicated, for the most part, a much greater feeling of urgency to run their tie-in ads as soon as possible after the appearance of the magazine than was true of publication executives.

Department store executives were much more definite in their replies than the publications. Not only did the publication people tend to recommend a longer wait between issue date and tie-in ad date, but they also indicated several recommended time periods rather than a single time period. For example, the 29 department store executives checked a total of 32 answers for the best time to run a tie-in ad of a fashion product in a

LET US HELP YOU
IN YOUR SEARCH FOR
SALESMEN



YOU SAVE TIME AND PROTECT
GOOD WILL BY ENGAGING
THE SERVICES OF THE

**NATIONAL
PERSONNEL CONSULTANTS**

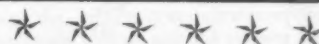
A 24 year old organization
with good public acceptance.

ASK FOR A COPY OF THE
"EMPLOYMENT COUNSELOR"

*It contains the name
of the Associate
nearest you.*

**Harry C. Vaughn
Director**

LeVeque Tower—Columbus, Ohio



THE POWER OF ENTHUSIASM IN SELLING

a powerful 16mm. sound motion picture
for motivating salesmen and dealers

You can add dramatic impact to your next sales meeting or convention by using this popular film. It dramatizes the fact that the difference between a top producer and an average salesman is largely based on sincere enthusiasm built on a solid foundation of knowledge—the kind of enthusiasm that sets a man on fire and communicates itself to those with whom he is dealing.

Immediate delivery of prints on rental or purchase.

Send for FREE film catalog

DARTNELL

**HEADQUARTERS
FOR SALES
TRAINING FILMS**

4660 Ravenswood • Chicago 40, Ill.

monthly magazine, while the 19 publication executives checked a total of 28 replies to the same classification. Breakdowns of replies are shown in the top box on this page.

The boxed information reflects the feeling of urgency in department store operation. It may also point up a lack of understanding of the "build-up" of consumer readership of magazine advertising. Theoretically, the best time to run a tie-in ad would be the time at which it would reach most people who have been pre-sold by the national ad. Studies of readership of national ads indicate that this "build-up" time is about a week in the case of a weekly magazine and probably between two and three weeks for a monthly magazine.

Daniel Starch & Staff published figures showing this build-up of advertisement readership and comparing their results with a similar study made by the Advertising Research Foundation's "Study of Printed Advertising Rating Methods." Both the PARM study and Starch studies were made on Life magazine.

The PARM study shows that average "noted" for all ads was about 15% greater in the period three to six days after the issue date than it was on the day of issue or the two days after; and the "noted" scores gained another 15% in the period "over six days." The result was that the average proportion noting the ads was 33% greater for this weekly magazine after the issue had been out more than six days than it was on the date of issue or the first two days after.

► The Starch studies were not broken down in exactly the same time periods as the PARM study. They show the same trend, however—a definite increase in advertising noting in the 4th, 5th and 6th days after issue date when compared with the day of issue and the following three days.

Another finding from our survey: The majority of both department store and publication respondents said that the timing of the ad is not affected by the time of the year.

The above data indicate that department store advertisers feel that the tie-in ad should be run very soon after the issue date of the magazine while publication executives and readership studies both suggest that a period of time should elapse to allow build-up of effectiveness of the ads. Therefore, we may conclude that it would be in the interest of both the national manufacturer and the department store operator to recommend that tie-in advertising be delayed rather than run close to the "on sale" date. ♦

Tie-in Timing — a Difference of Opinion

<u>Fashion Product — Monthly Magazine</u>	<u>Dept. Store</u>	<u>Publication</u>
Within first week	96%	79%
After first week	7	63
Other answer or don't know	3	5
<u>Fashion Product — Weekly Magazine</u>		
On sale date or day after	74%	57%
Within first week	14	50
After first week	4	28
Other answer or don't know	8	7
<u>Hard Goods — Monthly Magazine</u>		
Within first week	80%	70%
After first week	12	75
Other answer or don't know	8	—
<u>Hard Goods—Weekly Magazine</u>		
On sale date or day after	52%	57%
Within first week	40	57
After first week	4	28
Other answer or don't know	8	—

(Percentage runs over 100 in many cases because respondents checked more than one answer in single category.)

When Should Retailer Ads Tie in with Media?

Here's what media said:

A magazine ad does not prompt the reader to rush right out and buy the product. The local ad does that. So the local ad can tie in any time during the life of the magazine. (S.E.P.)

The second ad should appear as near as possible to the time the first ad is seen. Most successful stores tie in pretty closely, timewise, with national ads. (New Yorker)

Based on the known pattern of newsstand sales and the way people read weekly and monthly magazines—Run the ad too soon and you miss a lot of readers, run it too late and they've forgotten the ad. (Reader's Digest)

Pilot studies indicated issues about 1½ weeks old attained roughly 90% of total average issue readership. (Life)

But stores saw it this way:

There should be a little more lag in hard goods buying than in fashion, but seasonal merchandise would sell more quickly.

There is a tremendous difference between a General Electric refrigerator ad or an RCA color TV ad and a national promotion on a frying pan. Each item would have to be taken separately because of the variance in merchandising and promotional requirements.

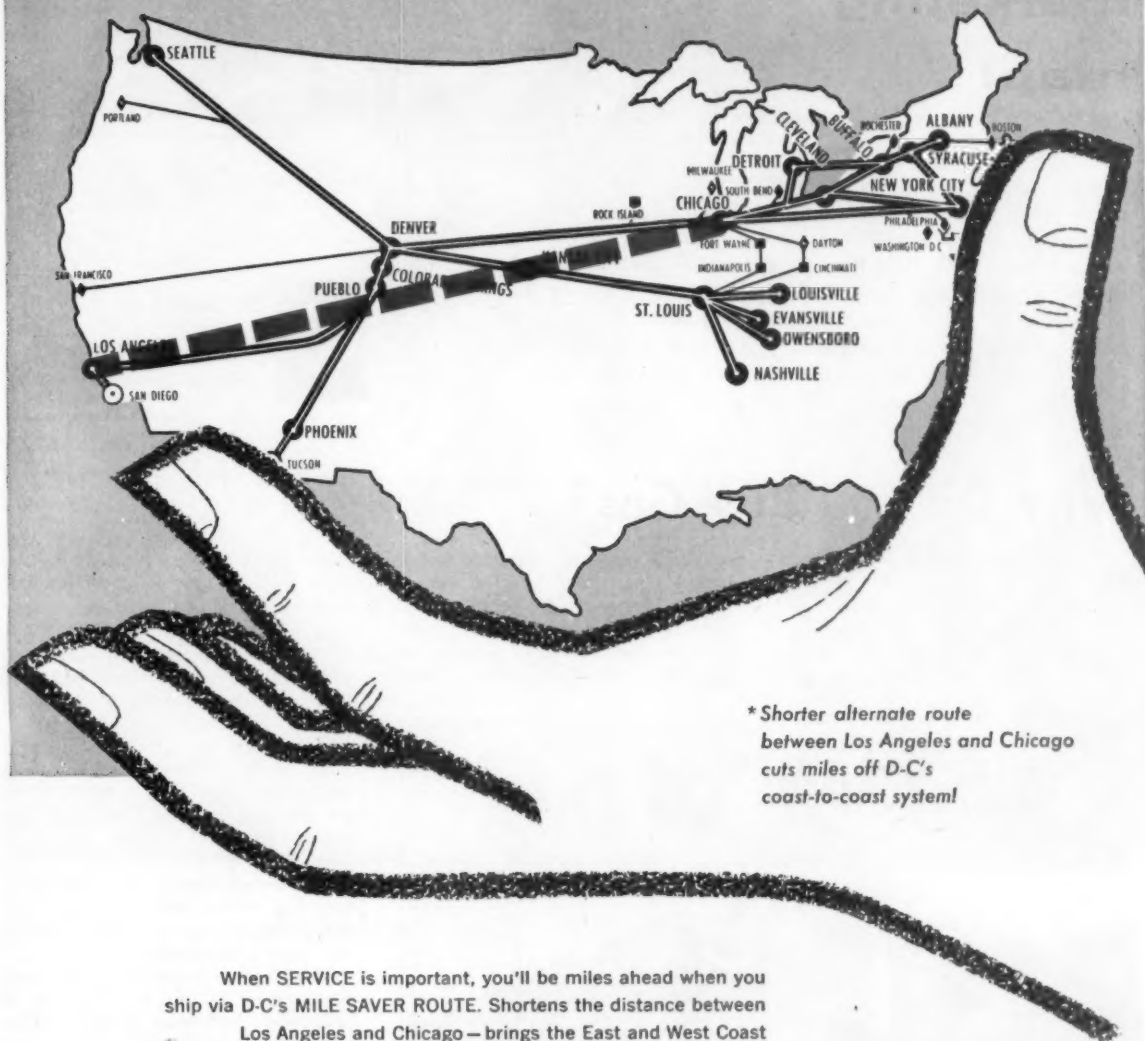
Tie-ins need more time. They should let the magazine ad help the pull rather than local ad helping the magazine.

Fashions must be hit quickly.

The buying time is much shorter if the merchandise is advertised when in season.

Shorten the distance coast-to-coast with...

D-C's MILE SAVER* ROUTE



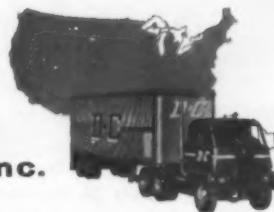
* Shorter alternate route
between Los Angeles and Chicago
cuts miles off D-C's
coast-to-coast system!

When SERVICE is important, you'll be miles ahead when you ship via D-C's MILE SAVER ROUTE. Shortens the distance between Los Angeles and Chicago — brings the East and West Coast miles closer — makes D-C's DIRECT SERVICE even more direct!

Try D-C's MILE SAVER ROUTE on your next shipment — you'll discover why D-C is the coast-to-coast choice for coast-to-coast service!

DENVER CHICAGO TRUCKING CO., Inc.

THE ONLY DIRECT COAST-TO-COAST CARRIER!



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**You can't
afford this
gap in your
marketing
map!**



Can you afford to pass by 1½ million prosperous prospects? Then don't pass by Salt Lake! When you buy Salt Lake's two metropolitan newspapers you reach the nearly half-million in Salt Lake City, plus the million more in the "outer" Intermountain Market. Salt Lake is the only metropolitan city between Phoenix and the Canadian border and Denver and the Pacific Coast. It is the control point for this entire area and is recognized as such by the U. S. Dept. of Commerce.



The Salt Lake Tribune
(MORNING & SUNDAY)

DESERET NEWS AND
Salt Lake Telegram (EVENING)

Represented Nationally by: MOLONEY, REGAN & SCHMITT, Metro Comics Network

Why Do You Buy Gas?

... Not just because your tank is almost empty; Chances are you tank up long before you're in dire need of the stuff that turns over your engine. And you don't wait to do it because you've been conditioned by

national advertising and other factors to want a particular brand of gas.

What happens if you've waited too long? If you need gas you'll stop at the station whose trademark beckons attractively. And that's where Plasti-

Line, Inc., makers of many of the signs that identify brands of gasoline, come in. Already Plasti-Line is planning its ninth annual Sign Clinic, to be held in late September in Knoxville and Gatlinburg, Tenn. Some 300 representatives of many of the country's leading businesses will be on hand—admen, architects, engineers.

At the clinic will be a dummy shopping center. And half a dozen ersatz service stations. The buildings are sham; the signs, created by Plasti-Line, are real. They're a sort of sign laboratory on display day and night. And the visitors study the signs, suggesting improvements, learning how to use signs scientifically.

Plasti-Line, founded in 1946, concentrates on faithful reproduction of customers' trademark insignia. (The company made the Coca-Cola signs for the Coke exhibit at the Brussels World's Fair; it also made the new Chevron signs that have created a stir in gas station circles.) At the clinic the company runs tours to its nearby plant, tells visitors how certain techniques can save money for Plasti-Line, with resulting economies for customers. ♦



GAS, GAS EVERYWHERE and not a drop to use. This is the laboratory set up by Plasti-Line, Inc., makers of illuminated signs. Advertisers and architects attend.

nothing sews up sales like
AWHERENESS



...and nothing builds **AWHERENESS** like the Yellow Pages

Sewing Machines to Screens . . . Dressmakers to Diamonds . . . whatever, wherever, however you sell, sew-up bigger sales by adding **AWHERENESS** to your advertising plan. It's easy when you use the Yellow Pages—the shopping guide that tells your prospects *where* to buy what you sell.

For a manufacturer of brand-name products,

the Yellow Pages Trade Mark Service makes prospects aware of his local outlets. For local businessmen, Yellow Pages advertising tells the community of the products and the services they offer.

Ask the Yellow Pages man to pattern an **AWHERENESS** sales program to fit your needs. Call your Bell telephone business office today.



The advertising medium that tells people *where* to find your local outlets!

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ORP

WRCA-TV'S NEW ROTATION PLAN WITH A GUARANTEED RETURN

WRCA-TV'S unprecedented, prime-time spot rotation plan assures you of net audiences as much as 25% bigger than those delivered by fixed-position announcements—at no increase in cost.

ORBIT guarantees every advertiser in the new season powerful adjacencies to established hits like Tennessee Ernie Ford, Bat Masterson and Groucho Marx. Your message will also benefit from the excitement of brand new NBC Television Network attractions like Riverboat, Sunday Showcase and Bonanza!

ORBIT is available in either one, or both, of two dimensions. In Horizontal Orbit, your message is spotted in the 8 p.m. time period. On successive weeks, it rotates through Sunday, Monday, Tuesday, Friday and Saturday nights. In Vertical Orbit, your message rotates through consecutive half-hour breaks from 8 to 10:30 p.m. on successive Thursday nights.

There's no time like the present to invest in this sales plan of the future. Call for details today.

WRCA-TV CHANNEL 4 IN NEW YORK
NBC OWNED • SOLD BY NBC SPOT SALES



Should You Pay The Shopper To Try Your Product?

Something for nothing will always have undeniable appeal. Smart marketers put this principle into practice with coupon and cash refund offers. But there's a technique for making them work successfully.

By ETNA M. KELLEY

"I reduced my household expenses by \$20 last year," said a Connecticut housewife. "I did it by taking advantage of cash refund and coupon offers."

This housewife's comment reflects today's widespread use of such special offers to gain distribution for a new product, or to promote a product feature, such as a new flavor or a package improvement.

Though special offers increase sales, it is often argued that many who take advantage of them switch loyalties lightly. But it is apparent from the extensive use of such special buying inducements that the advantages outweigh the disadvantages. As the bargain-hunting New England shopper puts it, "Since I began cashing in on special offers my family has eaten many foods we would not ordinarily have had, and I've tried cleaners and cosmetics that were new to me. I estimate that I like about one fourth of them so much that I'll keep buying them; another fourth I don't like and won't buy again. The remaining half I like well enough, but not enough better than competing

products to go out of my way to find them."

It's the food industry, mainly, that is filling the pages of newspapers with "we-pay-you-to-try-our-product" offers.

Here, in question-and-answer form, is a discussion of the merits of various kinds of cash and coupon offers, including potential pitfalls for sponsors, and how to avoid them.

Q. What can be accomplished through "We-pay-you-to-try-our-product" offers?

A. They can win acceptance for a new product or product feature or for an established product with weak distribution. They can help combat strong competition. But, as one proponent of the system puts it, "Use such offers only when you need them."

Q. What are the pros and cons of plans making it easy to take advantage of such offers vs. those requiring some action on the sender's part?

A. a) The "easy" method ensures



high returns. Examples include coupons (usually for several products in the manufacturer's line) delivered to the home, mailed to the home addressed to "Occupant," or enclosed in the package. Such plans, despite high returns, lack selectivity, since many who take advantage of them may already be familiar with the products.

b) The "effort required" method may entail clipping a coupon from a publication and taking it to the store for redemption; or buying the product and sending proof of purchase, such as label or boxtop (sometimes two or more, even one dozen) to the manufacturer or the manufacturer's clearing house. Upon receipt of such qualifiers, the company mails to the shopper a cash rebate or a coupon (for free packages, one or more, or worth a stated amount toward purchase of more of the product, or, in some instances, a different product from the same maker).

These "effort required" plans are popular with manufacturers, many of whom use them on a large scale. They have to be well publicized to succeed. If the plan entails clipping a coupon

ICE REFUND!

USERS • TO ASSURE



Swanson TV Brand Dinner sales in the Metropolitan New York Area are greater than for all other frozen prepared dinners combined.

Domestic market - contains no oil residues and full processing of all vitamins.



Beef
Turkey
Chicken
Meat Loaf
Filet of Tenderloin
Chopped Sirloin Beef

**DURING APRIL ALL PACKAGE
SWANSON TV BRAND DINNERS
WILL CONTAIN...**



Now! newly improved *Campbell's*
Chicken Noodle Soup
richer! more body! more chicken flavor!
Get 2 cans FREE!
(USE FORM ON BACK FOR LABEL REFUND OFFER)

New York Area



THIS SPECIAL PROMOTION WILL...

- Capitalize on recent special promotions for each product in the Metropolitan New York Area.
- Further broaden consumer sampling.
- Develop additional steady users.
- Substantially increase your sales of both products.

SPECIAL OFFERS break out almost continuously from the sales department of Campbell Soup Co. They get splashy advertising, promotion to the trade, often a consumer follow-up

with a twist. Above: two typical folders selling a soup and a TV dinner promotion to dealers. Left: cookbook sent with refund. Right: sample of coupon (label refund offer on back).

from a publication, there's a chance that the customer, even though interested, may postpone or forget the clipping, or clip it, but mislay it, or otherwise fail to take it to the store. This plan has one disadvantage: it presupposes a desire on the shopper's part to try the product.

Coupons in advertising may be subject to abuse, since an unscrupulous grocer may get hold of back copies of publications and clip the coupons, then ask for reimbursement from the manufacturer just as though he had delivered the merchandise to his customers.

There are safeguards against such abuses. One way is to keep the offer lower in value than the price of the publication, not offering a 25c rebate in a 10c newspaper, for example. A split-run proved a safeguard for a client of Gordon Best Co., Chicago advertising agency, and was described thus by E. A. Trizil, media director, in Editor and Publisher: "One of our clients ran a 1,000-line advertisement . . . with a coupon offer for \$1.19 and in order to avoid all newsstand

sales — where it might be tempting for grocery outlets to make a profit at our client's expense — we asked that the advertisement be inserted only in the editions that were home delivered. In that way we received honest returns for our coupons. Of course, we were more than satisfied to pay for full run circulation."

Here's a summary of the advantages of the "mail-proof-of-purchase" method, by Claudia Vincent, director of the Home Service Bureau of the Salada Junket Division of Salada-Shirriff-Horsey, Inc.: "Such offers help to force distribution of Salada tea; encourage the purchase of the large size package; and encourage the homemaker to purchase our product twice, because she mails in the Golden Opportunity Certificate in exchange for a coupon worth 50 cents on her next package of 100 Salada tea bags."

Q. To what extent do the manner and degree of promotion influence results of the "We-pay-you" offer?

A. The more vigorous the promotional backing, the better the chance

of success. But care should be taken to pinpoint such support when the offers are regional (and since their purpose is likely to be increasing distribution where it is weak, many are regional).

Q. What are the best ways of promoting such special offers?

A. There are several ways:

a) To the trade, through mailings and advertising in business papers. This is important, because everybody (manufacturer, grocer, consumer) loses, and ill will is aroused, when a special offer breaks and grocers are caught without the merchandise.

b) To the consumer through point-of-purchase materials, such as posters, shelf talkers, the package itself (through special copy, sleeves, stickers). Also useful is an order pad of blanks which the consumer fills in and sends, with qualifiers, to the manufacturer. Unfortunately, children or greedy adults sometimes remove large sections or even entire pads,

(continued on page 78)

Best business gift or premium yet!

Langley
FISHERMAN'S

DE-LIAR

Quantity discounts now available for the first time. Personalized with your firm name or trade-mark. Write today for quantity prices for Christmas delivery. Langley Corp., Dept. 8, 310 Euclid Ave., San Diego 12, Calif.



WEIGHS & MEASURES FISH!

Model 208 weighs to 8 lbs., measures to 24 inches. Proves the "big ones" — and helps comply with game laws. Regular retail price \$2.00.



thus hindering others from taking advantage of the offers.

c) To the consumer through advertising. The importance attached to such advertising is indicated by the large space (frequently entire pages in printed media) devoted to such offers. Grocers, super markets in particular, sometimes supplement manufacturers' advertising by including mention of special offers in their own advertising.

d) To the consumer, through advertising in Shopping News or other throwaways issued by chains of large independents, or by shopping center groups. In some instances these publications list manufacturers' special offers, but they usually print coupons good for price reductions on their own branded items or on unbranded merchandise. Examination of Shopping News editions printed recently by City News Printing Corp., Stamford, Conn., revealed offers concerning these national brands: Gristede's — 50 cents in return for sending two wrappers from Birds Eye dinners; First National — coupon worth 15 cents toward Heinz beans. Most generous offer: \$1.25 offered by Good Deal

Super Markets, through eight coupons ranging in value from 10 cents to 25 cents. All applied to the chain's own brands except a 15c coupon redeemable when purchasing any of four national brands of coffee.

One interesting practice revealed by study of these Shopping News editions: Coupons redeemable in Triple-S Blue Stamps. A Grand-Union-Sunrise flyer included three coupons, one redeemable for 50 stamps with purchase of \$5 or more; and two worth 30 stamps apiece — one upon purchase of two 9-oz. packages of Seabrook french fries and one upon purchase of ½ gallon of any three brands of ice cream.

Q. Is it better for the sponsoring firm to handle its own processing of responses to special offers, or to turn this over to a clearing house?

A. Many companies handle their own, but large firms which go in for many such promotions tend to use the services of clearing houses specializing in such work. As a food firm spokesman put it, "Even though we make scores of such offers during the year, we'd suffer from peaks and valleys for our staff if we tried to handle

the mechanics ourselves. But we ourselves do all the planning and creative work."

Q. Are there ways of winning "plus" benefits through special offers, and, if so, what are some of them?

A. There are many ways of adding sparkle, improving customer relations and otherwise increasing the benefits obtained through "We-pay-you" offers. Obviously, the more generous the offer, the better the shopper likes it. But here are other things which have been done:

a) Dramatizing the offer, somehow giving it an extra fillip. For example, Swift & Co. used the appeal, "Help your Baby to earn his first dollar," when offering a dollar in return for tops of six jars of meat for babies. Mothers were told that the check would be made out in baby's name and signed by the firm's president. Louis Milani Foods, Inc., headlined a newspaper advertisement for salad dressing, "SAVE 50 FRANCS." Then explained that the grocer would be "enchanted" to deduct the equivalent (10 cents) from the price of the product.

(continued on page 80)

"Love
that
service..."



WESTERN UNION

Telegrams-For-Promotion Service delivered my selling message dramatically—to each prospect."

If you've a big story to tell, tell it *big* with Telegrams-For-Promotion Service. Western Union delivers your message to dealers, buyers, everyone on your list *simultaneously*. Your telegram is read... and *remembered*. Simply supply Western Union with one copy of your message and your name list. Leave the work—and the impact—to us.

WIRE US COLLECT for the full details. Address: Western Union, Special Services Division, Dept. S-1, New York, N. Y.

There's still time to reach this



\$300 MILLION BUSINESS GIFT MARKET

Tell 497,984 members of Lions International about your product—in *their own magazine*! A recent independent survey proved that LION subscribers' companies spend over \$300 million annually on gratitude and goodwill gifts. And Lions have the authority to originate or control those purchases—74% are business owners or corporate officers!

There's still time to sell this influential market, in the November "Holiday Issue" which is mailed October 20th. Get complete details today, with a collect wire or telephone call to Robert F. Chana, advertising manager.

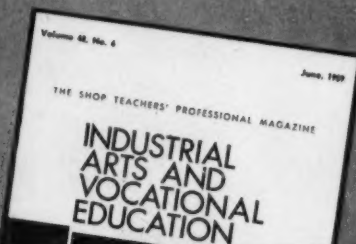


THE **Lion** MAGAZINE

209 NORTH MICHIGAN AVENUE • CHICAGO 1, ILLINOIS
Telephone: ANdover 3-2500

The Cover That Covers Industrial Arts and Vocational Educators

The only ABC Publication
in this Dynamic Market



More than 5,000,000 students require an annual expenditure in excess of \$315,000,000 annually for shop facilities, equipment, tools and supplies.

Industrial Arts and Vocational Education reaches more than 21,000 "first" readers and twice as many secondary readers among directors, supervisors and instructors.

Every issue of *Industrial Arts and Vocational Education* draws from 12,000 to 15,000 inquiries for the ideas and products presented in its pages.

Contact Your
Nearest IAVE
Representative

Milwaukee (1): Vincent C. Gontzner, 400 N. Broadway —
BRoadway 1-9700

Chicago (6): James T. Cullen or Thomas A. Barron, 20 N.
Wacker Dr. — STate 2-7271

New York (7): Jack Faber or Frank J. Fleming, 213 Broadway
— WOOrth 4-4071

Miami (32): J. Bernard Cashion, Chamber of Commerce
Bldg. — FRanklin 1-9941

b) Dressing up the coupon or coin-holder sent to the shopper. This may be done with colored stock, or colored ink on white stock, attractive lettering, drawings, and a gracious remark to the effect that "We're glad to send this to you and hope you'll like the product (or try other items in our line, etc.)." The cost of the postage and envelope, plus labor, are further justified if other promotional material is enclosed, such as recipes, suggestions for serving, calling attention to television or radio advertising or the like.

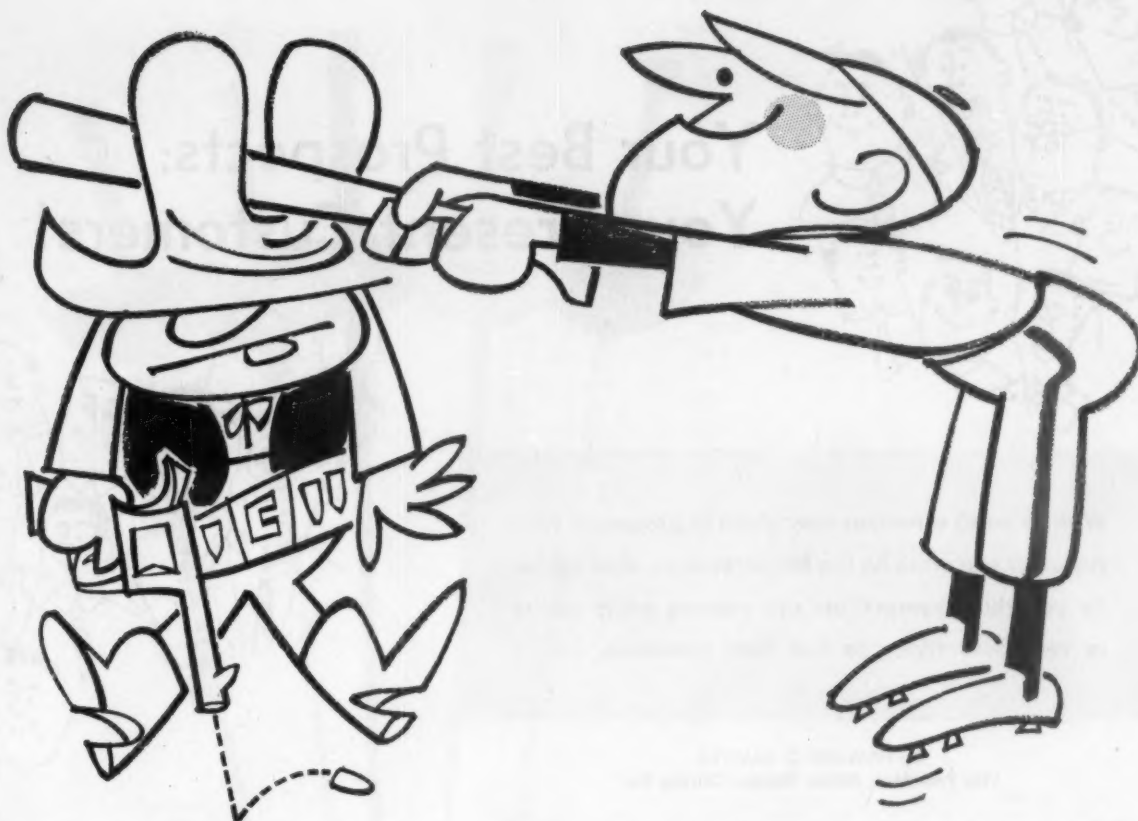
Q. Can "We-pay-you" offers be adapted to tie-in programs?

A. They can be and often are. Sometimes the shopper is asked to buy two or more related items made by the manufacturer, and sometimes (a further variation) what she gets in return is not more of what she originally bought, but a different product of the manufacturer. Sometimes there is a tie-in with one or more products of a different manufacturer. For example, a full-page newspaper advertisement told readers to buy a 4-pack carton of My-T-Fine chocolate pudding, with coupons inside two of the individual packages—one good for 10 cents toward the purchase of two packages of Pillsbury pie crust mix, and another good for 5 cents off the price of Lucky Whip Topping—total savings 15 cents. The idea, of course, was to persuade the housewife to use these products in combination in a chocolate pie.

Here is an example of an offbeat offer: A one-page newspaper advertisement of the Clorox Co. included a certificate for a "Free Bottle of Clorox at your Maytag Dealer," the certificate to be clipped and taken to a Maytag outlet for redemption. Copy also explained that Maytag is packing a bottle of Clorox in each of its new liquid bleach automatic washers . . . Birds Eye offer, featured in color pages, Sunday supplements: Send two Birds Eye frozen strawberry labels and ice cream carton label (any brand) to Birds Eye and get back 50 cents.

Will the vogue for free offers continue? The answer is probably yes. They're devices that can expect continuing mass appeal to budget-harried housewives fighting the battle of steadily rising food prices. And they're a reflection of the intense competition for space on grocers' shelves.

A coupon or a cash refund is a price reduction, but one that is controllable through time limits placed on offers. As such, it has flexibility as a competitive weapon in the hands of manufacturers. ♦



SOCKO!!!

Even the marshall bit the dust on the night of August 15th! The night that WGN-TV telecast the game between the Chicago White Sox and the Kansas City Athletics. / This illustrates again how WGN's policy of programming for Chicagoans pays off in top audiences — a policy which continues to bring results to our advertisers.

TIME: 9:00—10:00 P.M. (ARB Rating)

WGN-TV	20.3
Network X	16.2
Network Y	7.1
Network Z	3.7

TIME: 10:00—11:00 P.M. (ARB Rating)

WGN-TV	19.6
Network X	13.2
Network Y	6.5
Network Z	3.7

WGN-TV



CHANNEL 9

441 N. Michigan Avenue • Chicago 11, Illinois



Your Best Prospects: Your Present Customers!



With so much attention now given to prospects, your customer can often be the forgotten man. And whom do you think competitors are wooing while you're so very busy trying to win their customers away?

By HOWARD G. SAWYER
Vice President, James Thomas Chirurg Co.

Your customers are your best prospects is the fifth of five major findings of the study into emotional factors underlying industrial purchases, sponsored by Steel magazine.

"Marketers are becoming so enraptured with the mysteries of unexplored markets and methods of exploiting them that they often overlook the obvious: the people who are buying your goods and services today."

This is not news to sales managers who see salesmen's call reports and are familiar with the fact that the largest share of the salesmen's time (in most companies) is spent on customer servicing.

But it is a fact often overlooked by marketing managers, who have their eyes on distant green fields, and almost always overlooked by advertising and sales promotion people, who have entrapped themselves in the delusion that selling is equated with conversion. Almost all advertising copy is written to a non-user; the writer apparently assumes the reader to be a stranger, probably wedded to a competitive product, who has to be blasted loose. This, in spite of the fact that ad readership studies usually find present users more likely to read an ad than non-users.

In a growing economy, it is nonsensical to concentrate on prospects

to the point of neglecting customers. It's nice to think of increasing share of market by wooing away competitors' business, but it's smart to remember that your own customers, ignored by you, will become vulnerable to competition's efforts to increase their share of market.

(Incidentally, one of the country's largest businesses has declared that it expects to increase share of market only during depressed times when competitors reduce their advertising. When business is good all over, the company gets enough extra business from present customers to provide a healthy growth without any increase in share of market.)

So intelligent marketing will include in its planning means of keeping present customers happy. On the one hand, this should be easy, for the very existence of the product in the customer's possession indicates some degree of conviction in its worth and, probably, competitive superiority. But, on the other hand, customers are easier to offend than prospects; a product or a company cannot fail unless it is being tried.

While, as the Steel study points out, "Your customers are not inclined to seek new suppliers as long as you are doing a good job," the edge you have can be easily blunted by neglect.

Personal relationships between sup-

plier salesman and the customer can seldom withstand the product's or the company's failure to deliver on promises. There is little the marketer can do to insure product performance—that is up to production, sales engineering, application engineering and servicing—but there is plenty the marketer can do to protect the company's interests even in cases of product failure.

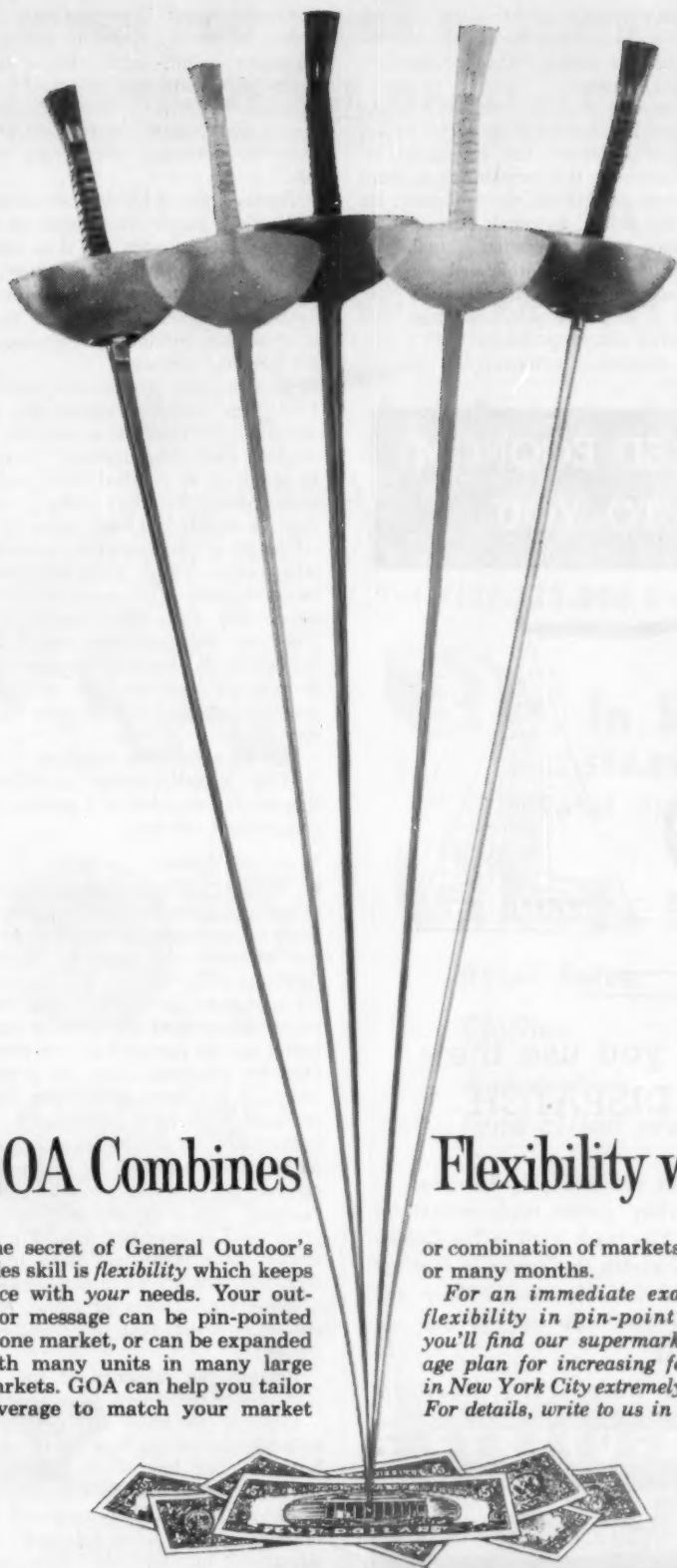
First, the supplier company must realize that a customer is like a woman: You should be as attentive after, as before, making the sale. (How many companies invest as much promotional money in customer contacts as in prospect contacts?)

But you can't leave it to the salesmen to provide all the attention. A customer's good will should accrue to the firm, not just to the salesman. For that reason, the firm must invite the good will by providing the attention on a company, not personal, level.

Welcome the new customer.

After investing the amount of money it takes to acquire a new customer, it is not extravagant to spend a few more cents to tell him how happy you are to have him in the family.

Depending on the type of company and type of product (and amount of the sale), the nature of the welcome can range from a package insert to a



GOA Combines

The secret of General Outdoor's sales skill is *flexibility* which keeps pace with *your* needs. Your outdoor message can be pin-pointed in one market, or can be expanded with many units in many large markets. GOA can help you tailor coverage to match your market

Flexibility with Pinpoint Selling!

or combination of markets for one, or many months.

For an immediate example of flexibility in pin-point selling, you'll find our supermarket coverage plan for increasing food sales in New York City extremely helpful. For details, write to us in Chicago.



Covers 1700 Leading Cities and Towns

General Outdoor Advertising Co.

515 South Loomis Street, Chicago 7, Illinois

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personal letter from the company's president. One guide is: If any order would be acknowledged in a form as inexpensive as a postcard, then the initial order is worth a personal (albeit routine) letter from somebody, salesman, sales manager, vice-president or president.

Inform the new customer.

It's unwise to depend upon the salesman to acquaint the new customer with all he should know about your company. As loyal as the salesman may be, it's his own interest that is paramount; and in his efforts to make himself agreeable and helpful

he may neglect to do a good job on his company's behalf: its policies, position in industry, other products it makes, etc.

For this reason, a supplier might make available what could be called a "new customer's kit," containing information (in the form of one or more printed pieces) on the company, its service policy, its repair parts policy, "names to call for what," catalog or sales literature on other products, list of warehouses, service depots, etc. The appropriate selection from this material can be presented with a certain amount of ceremony.

One company, in presenting a card listing names of people to whom the customer might apply for various types of information, also asks the customer to fill out a similar card listing its own people ("so that we won't ever be bothering the wrong people").

Remind him of his wise decision.

If it's a major investment or the repeat business adds up, it is smart, after a reasonable period of time, to write the customer a letter expressing continued interest and a desire to be assured that product performance is no less than promised.

This practice has several benefits. First, the customer appreciates the attention; he reaffirms to himself his original favorable opinion. Second, he might be so satisfied with product performance that he's willing (now that the matter has been called to his attention so pleasantly) to write another order. Third, if for any reason he is beginning to experience dissatisfaction with the product, this gives you the opportunity to find it out before the dissatisfaction becomes deep-seated and to take corrective measures while you still enjoy some measure of good will.

Ask for some more business.

With a relationship established, this can be regarded as a pipeline for promotional material.

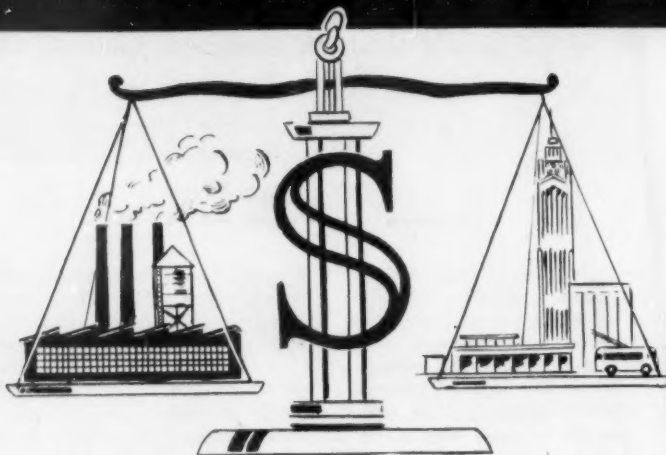
► Ideally, customers should receive direct mail literature which addresses them as customers. If it is seen to be too expensive to make up printed literature (sales folders, etc.) expressly for customers (as distinguished from prospects), at least the letter of transmittal can be designed in two forms: One for prospects, one for present users (of the same product or other products made by the company).

Programs for selling more to present customers should be planned as carefully as programs for selling new business. Some aspects of the program need especial attention: For example, some companies have found that field men are more conscientious in reporting changes of name, title, etc., of prospects than of present customers!

Remind the salesmen of the importance of customers.

Most of us have attended sales training courses on how to sell new business, but few of us, probably, have ever heard a lecture or watched a training film on "how to re-sell old business." The sales manager, the advertising manager and other home office titles can respect the situation by letting up now and then on their pressure for new accounts by gently

COLUMBUS' BALANCED ECONOMY IS IMPORTANT TO YOU



... especially when you use the
COLUMBUS DISPATCH

Columbus' industrial output tops 1.3 billion annually and is the product of hundreds of plants. Yet, less than 30% of her people are engaged in industry . . . the balance are in education, government, transportation and other "services." This means

a solid, sound, buying economy . . . a healthy, potent ready market for you. You reach it all in The Columbus Dispatch that's read in four out of five Columbus homes daily, and more than nine out of ten on Sunday.

**Attractive Optional Combination Rate With Morning
Ohio State Journal Available**

The "Total Selling" Medium
Is The Daily Newspaper

Columbus
has the
buying power...
The Dispatch
has the selling
power.

The Columbus Dispatch

Representatives: O'Mara & Ormsbee, Inc.
New York, Chicago, Detroit, San Francisco,
Los Angeles; McAskill, Herman & Daley, Inc., Miami Beach.

**WHEN YOU THINK OF THE SYRACUSE MARKET
--THINK OF ALL OF IT!--IT'S**

BIG

Fifteen Counties

ONE-THIRD THE TOTAL AREA
OF NEW YORK STATE



BIG In Eating-Power

♦ \$421,980,000 Food Stores Sales

♦ \$131,333,000 Restaurant and Tavern Sales

BIG In Spending-Power

♦ \$2,584,890,000

Total Buying Income



Standard Definitions of
the U. S. Department
of the Budget—SRDS
Consumer Market
Data. (3 Metro-
politan counties—
Madison, Onondaga
and Oswego—just
part of the total Syr-
acuse market).



Results of
Selling
Research,
Inc.
latest Test
Market Survey

BIG In Buying-Power

Retail Sales. \$1,715,762,000

Clothes. \$103,830,000

Automotive. \$418,268,000
(and allied products)

Drug Stores. \$46,514,000

There's ONE efficient way to sell ALL this BIG market. The SYRACUSE NEWS-
PAPERS deliver 100% of Syracuse and Onondaga County and up to 76%
in the 12 surrounding counties which comprise the TOTAL SYRACUSE
MARKET. No other combination of media delivers a comparable job at
comparable cost.

the

SYRACUSE NEWSPAPERS

Represented Nationally by
MOLONEY, REGAN & SCHMITT

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

THE POST-STANDARD
Morning & Sunday



CIRCULATION: Combined Daily 229,181

Sunday Herald-American 202,737

Sunday Post-Standard 103,496

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STRAIGHT-LINE ADVERTISING AT WORK!

"Since it does the job on his place over in Jackson County, it should do O.K. for us."

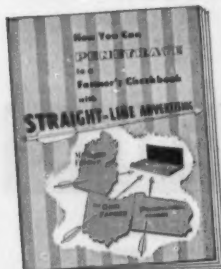


PENETRATE WITH LOCAL PICTURES

Quickest way to gain the attention of a farmer (or his wife) is to picture a person (or place) near home.

Show your product in use, right in Michigan, and you have something in common with the reader. He's ready for your sales message. He's in a mood to believe — and to buy.

We can arrange for Michigan action photos of your product in use — or a testimonial picture suitable for use in your advertising. Photo can be stripped in quickly, easily at no extra production cost. We print by gravure.



NEW EVIDENCE of how major advertisers are using STRAIGHT-LINE Advertising to penetrate Michigan's rich farm market is illustrated in the new 20-page booklet at left. Write for your copy.

Michigan Farmer

East Lansing, Michigan

STRAIGHT-LINE Advertising also available in
THE OHIO FARMER • PENNSYLVANIA FARMER

reminding the men in the field that "we love our customers very much" and recalling to them the various ways in which they can keep customers happy on behalf of the company.

Soften the blows.

The Steel study points out: "Late delivery can cost the customers more than disruption of his production schedules. It influences the image of the supplier in the buyer's mind. Late delivery is a broken promise."

Now, obviously, neither good intentions nor apologies can cure a delivery problem. Yet — recognizing the fact that it is only customers who can become injured and discontented (the non-customer has no reason to become disenchanted), the marketer should insist that problems arising from late delivery be minimized by such means as the following:

Failure to deliver on time can normally be anticipated by the manufacturer. He knows his production schedule; he knows if his supplier is going to be late; he knows that there's a trucking strike in his community or that a blizzard is shutting down air freight. And he should know that his customer presumably doesn't know. Tell him before he finds out for himself and let you know — in no uncertain terms!

► It should be the responsibility of somebody in the fulfillment part of the business to have a system for flagging delays and notifying the customer. And it should be the responsibility of the marketing department (its advertising function) to see that the various forms by which a customer is to be notified of his disappointment are suitably designed. Whether it's a postcard, a telegram or a personal letter (which, in any event, should follow a telegram), the wording should be constructed by someone who knows how to turn the calamity into good will (which can be done!).

If the buyer can be given some explanation of what happened (or didn't happen), this will help him in his own plant. As the Steel study says, late delivery "is also injurious to the pride of the buyer—to his status—reflecting upon his ability as a buyer." With the situation fully explained to him (as embarrassing as it may be to you), at least he is off the hook and is grateful to you for the information rather than revengeful over the broken promise.

Keep saying "Thank you."

Many companies follow the practice of acknowledging receipt of an order with a postcard; this becomes perfunctory, but there are other op-



ROP COLOR
BLOOMS IN THE
GREENSBORO NEWS AND RECORD

Be first—get the full initial impact and *extra sell* of color, now available for the first time in Greensboro—Green Thumb of the New South's Markets

Effective October 19

FULL COLOR* available any weekday, Monday through Saturday

LIMITED SPOT COLOR* available on Sundays

*For black and 1-color, minimum size 1,000 lines; color premium \$100.
 For black and 2 colors, minimum size 1,000 lines; color premium \$200.
 For black and 3 colors, minimum size 1 page; color premium \$300.

Greensboro News and Record
GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.

opportunities for expressing appreciation on a more personal basis.

One company at the end of each quarter (it could be done yearly) adds up the amount of business it has received from each of its customers and writes a "Thank you" expressing its awareness of how important the customer is to its own well-being. (There is the risk that the customer, not having realized the extent of his purchases, might be inspired to "spread it around more" or to demand lower prices or more attention; the degree of risk would vary by type of business.)

Year's end is also a good time for

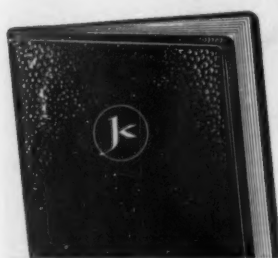
expressing gratitude for business received, the hope for a continued association, and the offer of continued cooperation. Another time for doing this is when releasing an annual report. Still another is on the occasion of an anniversary.

And speaking of anniversaries, it's well to remember that other companies, other people, have birthdays. A supplier company does well to be aware of and give appropriate recognition, in the form of congratulations, to special events important to its customers: anniversaries, new plant openings, new personnel, new products,

outstanding accomplishments, etc.

Some companies go so far as to insist that their salesmen keep track of individuals' birthdays so that official greetings can be sent, but normally this is left up to salesmen along with entertainment and gifts.

Virtually all of the above suggestions come under the jurisdiction of the marketing arm—sales or advertising. Whether it's a case of telling the copywriter to make the "you" in his copy stand for "user" as well as "non-user," or a case of giving the buyer a way off his personal hook when your shipment is late—marketing can make a real contribution toward keeping customers customers. ♦



Each page: 6 1/4" x 8 1/2"

GIVE *Nascon's* MONTH-AT-A-GLANCE

To impress...

serve...

remind

your

customers

of you,

your

services!

Nascon's 1960 Month-At-A-Glance Record Book makes the perfect business gift, because it combines handsome styling with practical daily usefulness. Each 2-page spread shows a full month's calendar, with spacious date squares for noting important meetings, engagements and other reminders. Wire-O bound for flat writing surface.

New! Exclusive "Year-Ahead" Feature: A complete section for noting 1961 events, month-by-month.

A valuable plus for long-range planners! Many numbers include perforated memo or alphabetically-tabbed address sections. Your special advertising messages can be bound anywhere in the book. Choose from a selection of distinctive covers, with your name or trademark imprinted at no extra cost.

Get complete details in the new Nascon Advertising Gift Catalog. Send for your copy today.



Reg. U.S. Pat. Off.

SPECIALTY DIVISION
NASCON PRODUCTS

Division of Eaton Paper Corporation

Dept. S

475 FIFTH AVENUE, NEW YORK 17, NEW YORK

Scientific Planning

"The day of hit-or-miss selling has gone for good—and I say good riddance. In achieving sales success today, there is no substitute for planning, for defining objectives and following them through. It goes almost without saying that planning must be scientific or it is worthless, and this is particularly so these days when **everything** is becoming more and more scientific. Unfortunately, problems have a habit of not getting up and walking away to solve themselves. They like to sit there, and the only way you can lick them is to solve them—scientifically. Let me say right here that I am not suggesting that you marketing men get so scientific that you spend all of your time manipulating slide rules and filling out graphs and accounting sheets. You might forget about moving the goods, and that would turn out to be a little impractical. But I do want to suggest that there is no substitute in this highly competitive marketing-oriented economy for an organized and managed study of problems, accumulation of objective information concerning those problems, and evaluation and use of that information."—**Don G. Mitchell, President, General Telephone & Electronics Corp. and Chairman of the Board, Sylvania Electric Products, Inc.,** in a talk before the Sales Executives Club of New York.



MEN* ARE SOLD IN THE MORNING ...that's the TREND in Buffalo

You can take the word of Buffalo-mens' stores for that fact. In 1958 they placed 72.6% of their *daily* advertising lineage in the *Courier-Express*—74.8% of the total with Sunday insertions included.

And this steadily growing trend is by no means new. Here are the men's store advertising figures for Buffalo from 1948 to 1958:

Daily <i>Courier-Express</i>	UP 14.6%
Sunday <i>Courier-Express</i>	UP 145.1%
Evening Paper	DOWN 30.9%

Similar figures in many other classifications clearly indicate that whether you sell men—or women—or both, your advertising will do a powerful selling job in the *Courier-Express*.

FOR MORE ADVERTISING FOR YOUR DOLLAR—concentrated on those with more dollars to spend—use the *Morning Courier-Express*. It reaches nearly half the families in ABC Buffalo—over one-third of all those in the rich 8-County Western New York Market.

FOR SATURATION—use the *Sunday Courier-Express*—the state's largest newspaper outside of Manhattan. It blankets the 482,108 families in Buffalo and the eight surrounding counties.

***WOMEN, TOO!**—The *Morning Courier-Express* carries 65.8% of *daily* women's store lineage in Buffalo—74.1% of the total when Sunday is included.

ROP COLOR AVAILABLE
BOTH DAILY AND SUNDAY

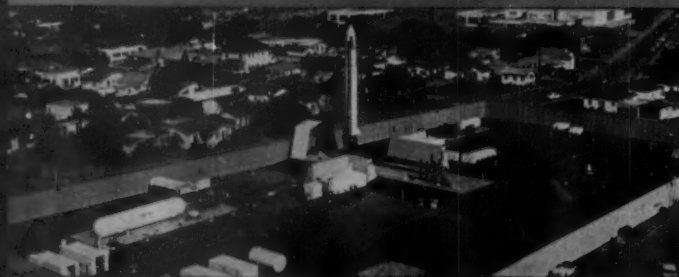
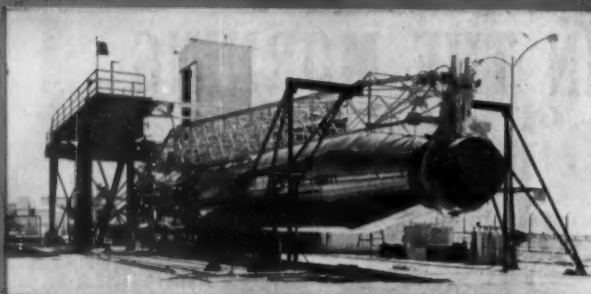
Buffalo Courier- Express

Member: Metro Sunday Comics and
Sunday Magazine Networks

Representatives: Scolaro, Meeker & Scott
Pacific Coast: Doyle & Hawley

**ANNOUNCING AVIATION WEEK'S
5th ANNUAL**

BUYERS'



MAJOR PRODUCT CATEGORIES INCLUDE

Aircraft

Avionics

Space Vehicles & Missiles

Support Equipment & Activities

Airport & Airline Equipment

**THE ONE AND ONLY COMPLETE BUYERS' GUIDE
SERVING THE ENTIRE AVIATION INDUSTRY
... and ITS RELATED TECHNOLOGIES**

GUIDE **ISSUE**

**THE STANDARD PURCHASING REFERENCE OF THE INDUSTRY
LISTING OVER 50,000 MANUFACTURERS' PRODUCTS IN
OVER 1,800 SEPARATE PRODUCT CATEGORIES**

Day after day, engineering-management people review AVIATION WEEK'S ANNUAL BUYERS' GUIDE in their search for new sources of supply for products, materials and services. AVIATION WEEK'S BUYERS' GUIDE is the industry's recognized buyers' guide covering all segments of the \$11 billion aviation industry and its related technologies.

The new 1960 edition is more complete, more up-to-date, more essential than ever before because it provides expanded listings on new products and companies in the new areas of the total market. It will contain over 50,000 manufacturers' product listings divided into over 1,800 specific product categories. In addition to being quick and easy to use, the BUYERS' GUIDE includes complete listings of government procurement agencies telling: Where to go; Who to see; What they buy.

ADVERTISER BENEFITS

Advertising dollars work overtime in the BUYERS' GUIDE through year-long life and multiple exposure of your advertising. For example, a survey made eight months after publication of the 1958 edition revealed that:

71% still had their copy

9% passed on their copy to purchasing, engineering or other departments.

... of those who still had their copy:

16% referred to it once a week or oftener

44% referred to it once a month or oftener

Thus 60% referred to it at least once a month.

Advertisers' product listings are bold faced and include a reference to the page number of their advertising. In addition to an alphabetical advertisers' index, there is a "product" advertisers' index. To supply you with key industry sales leads the BUYERS' GUIDE contains Reader Service cards.

If you sell to the aviation industry, your advertising message belongs in the BUYERS' GUIDE ... it will reach over 75,000 key engineering-management decision makers.

Be sure to reserve space in this exclusive issue ... publishing date is mid-December and closing date is November 1, 1959.

BUYERS' GUIDE ISSUE FOR 1960



A MCGRAW-HILL PUBLICATION
330 WEST 42ND STREET, NEW YORK 36, N. Y.

Aviation Week

Including Space Technology

Uncle Sam Helps to Spot and Develop New Markets for Food

A little-publicized activity of the U.S. Department of Agriculture: Researching and testing to find out whether regional prejudices against, or lack of knowledge about, certain foods yield to effective advertising and promotion.



It may take a while for Texan enthusiasm over bright-colored gadgets to reach Vermont, but the time usually arrives, and the manufacturer then begins to advertise, "Dealers Everywhere."

But some tastes do tend to stay local and among these the most apparent are preferences in what people eat and drink. Scotch and rye are gradually replaced by bourbon as one leaves New York City and travels south. Along with Scotch, pickled delicatessen, lamp chops and French pastry disappear, all of them popping up now and then as one reaches a big city.

In 1955, Agricultural Marketing Service, Department of Agriculture, published regional differences, brand names omitted, in food consumption, so that one could map the United States in person-pounds per year of roast beef, quarts of milk, bushels of apples. Ever since, the many associations of farm producers and processors have been pouring over the figures, spotting high potential terri-

tories where, somehow, people never learned to love grapefruit or roast lamb.

Some of the producers' associations were ready to barge in with money for local advertising but AMS suggested restraint: "Let us do this carefully. We'll first pick typical places to experiment. Then, while you do the advertising, we'll plot the results." Usually, advertising brought immediate sales, which gradually fell off but left greater markets than before.

Now the Department contemplates putting together the findings of its many research projects, seeking a formula for timing repeated promotions. The aim is to maintain constant high markets at least cost.

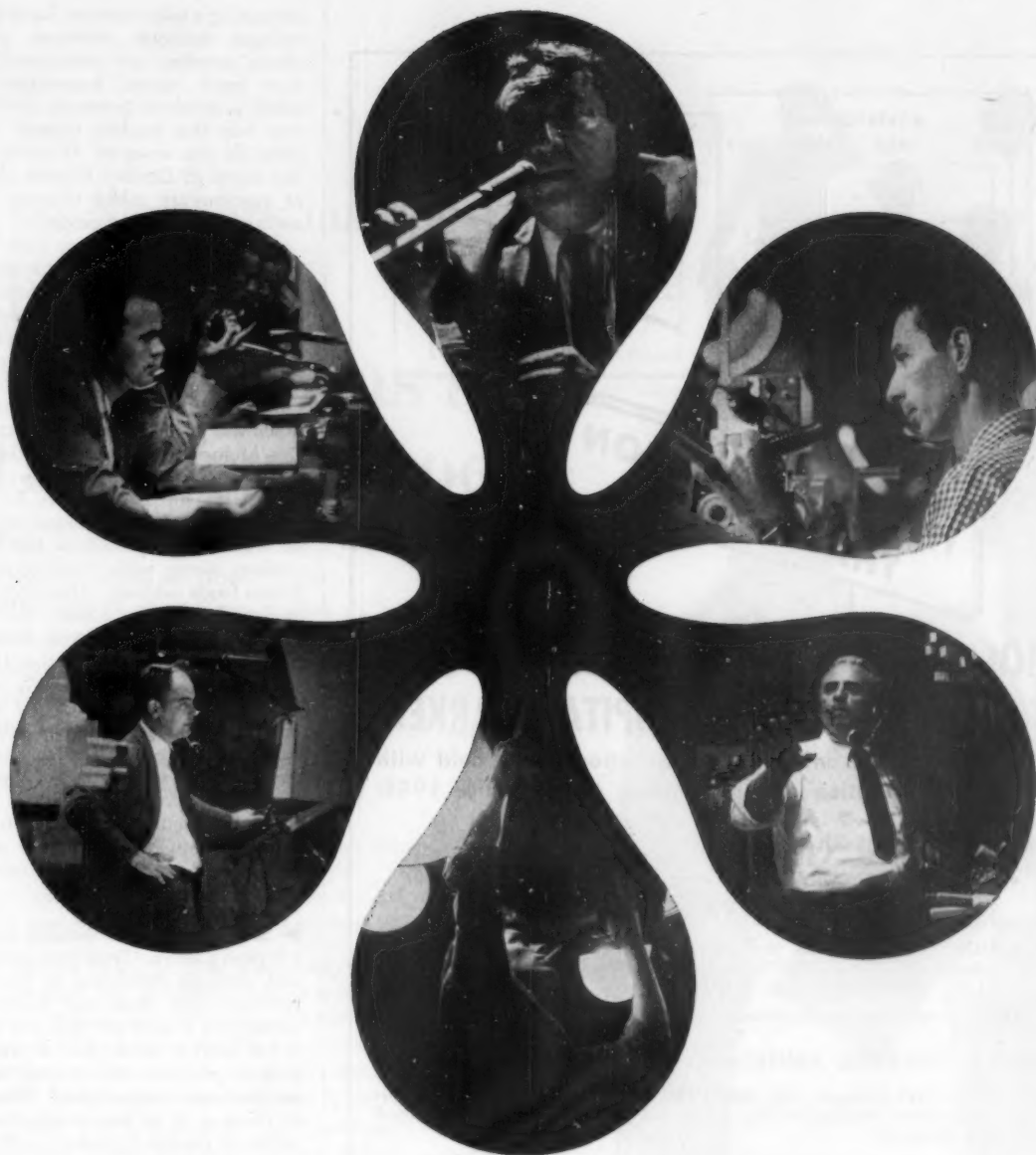
The American Dairy Association and the Milk Industry Foundation have been as active as any in scrutinizing the food map, noting exactly where housewives fail to appreciate half-and-half, skim milk, ice cream, sour cream, cottage cheese. New York City inherited the European dish of cottage cheese in sour cream, and

California, which is rich in fruit salads, always knew that cottage cheese is a garnish. But the 1955 survey showed that the South barely tops one third of the national average in valuing cottage cheese for the protein, riboflavin and calcium it provides without high calories.

So, through 1957 and much of 1958, Atlanta, Columbus, and Albany, Ga., and Anniston, Ala., were tested for responses to advertising promotion, with cottage cheese-rich Omaha and Des Moines used as controls.

The full results have not been published. From early analysis it is clear that response is greatest in places like Atlanta, where per capita consumption has been only one fourth to one fifth of that in the north. In southern cities sales went up from 50 to 60% and part of the increase held on. The very poor discovered that they could afford to add a new food to monotonous diets. In Omaha, like promotion yielded a 1% gain, which may have been accidental.

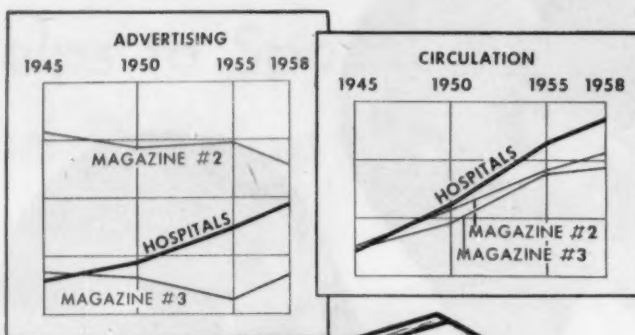
An AMS study goes far beyond



One of the few subjects which interest everyone

is television. That simple fact is a big reason why TV GUIDE has become America's runaway best-selling weekly magazine—circulation guarantee 7,250,000 as of October 31, 1959. Another reason is TV GUIDE editorial quality. Here is the essence of television, its fleeting image captured in print. Here is the authoritative source of information on the leisure activity which claims more hours than any other. Here are reviews, previews, opinions, personalities, sports, fashions, food—a world as wide as television's world, as wide as your world, as wide as the world. Here, in short, is a magnificent sales medium constantly growing in audience, influence and advertising volume.

TV
GUIDE



HOSPITALS, J.A.H.A., LEADS THE WAY TO THE \$6 BILLION HOSPITAL MARKET!

HOSPITALS is the only A.B.C. publication in the field with sustained circulation and advertising growth since 1945:

FIRST IN PAID CIRCULATION*

- HOSPITALS has the highest average paid circulation (18,560) ... 17.6% more than the No. 2 publication ... 22.6% more than the No. 3 publication.
- HOSPITALS delivers the greatest U.S. circulation, your primary market (17,072) ... 25.5% more than the No. 2 publication and 31.0% more than the No. 3 publication.

* Compiled from ABC Publishers Statements for 6 Month Period Ending December 31, 1958.

FIRST IN SUSTAINED ADVERTISING GROWTH

- From 1945 through 1958, HOSPITALS gained 653 pages of advertising while Publication No. 2 lost 413 pages and Publication No. 3 lost 32 pages.
- Now, more than ever before, your advertising dollars go further in HOSPITALS ... reach the greatest single concentration of people who buy for hospitals.

FOR COMPLETE INFORMATION ON THE HOSPITAL MARKET
CONTACT YOUR NEAREST HOSPITALS REPRESENTATIVE

Chicago 11: Eli Fritz, 840 North Lake Shore Drive -
WH itehall 4-4350
Chicago 11: William W. Howe, 840 North Lake Shore
Drive - WH itehall 4-4350
Cleveland 15: Eugene C. Leipman, 1220 Huron Road -
SU perior 1-1373
New York 22: George B. Janco, 3 E. 54th Street -
PL aza 4-1090
Pasadena 1: Ren Averill and Earl A. Jackson, 232 N.
Lake Avenue - MU rray 1-7123



HOSPITALS



840 North Lake Shore Drive
Chicago 11, Illinois

JOURNAL OF THE AMERICAN HOSPITAL ASSOCIATION

measuring a sales increase. Land grant colleges maintain consumer panels whose members are interviewed. As they leave stores, housewives are asked a hundred questions: Did you ever buy this product before? How often do you serve it? What do you like about it? Dislike? Women chosen at random are asked whether they are aware of the campaign.

A cultured sour cream with taste and consistency as predictable as milk was developed by the Department. Again cooperating with the American Dairy Association and the Milk Industry Foundation, AMS measured responses to promotion. Because hardly anybody in that city had heard of, much less tasted, cultured sour cream, Des Moines was selected as the test city. There were full-page color spreads in the Des Moines Register and the Des Moines Tribune, reprints of which were posted in the super markets along with displays in the frozen foods cabinets. The dairy companies left order blanks for sour cream along with the milk they delivered and gave away recipe books.

Sales increased about 80%, which in terms of volume did not mean much. Moreover, AMS analysts noticed that there had been an upward trend anyway so that part of the 80% might not have been earned. But there was one unexpected effect: Restaurants featured, and people eating out ordered more and more cultured sour cream.

► Some Department research follows a typical pattern. Producers complain and, through distributor or producer surveys, AMS finds out what's the matter - is a food too dry, too fatty, or too hard to serve, does it take too long to prepare; does it ship badly; are its looks unappetizing? Then on its farms or in its laboratories the Department creates a product to fit consumer specifications.

The Department, for example, created a canned, pre-cooked rice supposed to be easier to prepare, which it tried out in Fresno, Cal. Cans labeled "Insta Rice" were consigned to the 46 leading stores. For a month newspaper spreads, women's section articles, counter displays told shoppers they could have "Really Fluffy Rice in 2 Minutes!"

During the drive sales went up reasonably. But AMS waited ten weeks before it checked reactions. Out of 41 storekeepers, 10 said that they would and 10 that they would not, stock Insta if it became commercially available. Most wanted a better product, regular instead of on-and-off promotion, or highly specified sales terms. Housewives disagreed on

In the New York market The News cross-sections all other newspapers

In New York, The Daily News is read by:

1,340,000 or 72.0% of all Mirror readers

520,000 or 38.0% of all Times readers

270,000 or 39.7% of all Herald Tribune readers

900,000 or 61.6% of all Journal-American readers

350,000 or 37.6% of all Post readers

340,000 or 35.4% of all World-Telegram & Sun readers

—and by 2,240,000 adults who read no other
New York City newspaper!

*Source: Profile of the Millions—2nd Edition,
a massive and authoritative study of
New York market characteristics. For a
presentation, call any New York News office.*

In New York City, there is no subway rider type. Everybody uses the subway because it is quicker, more efficient, more convenient. And for similar reasons, New Yorkers read The News—which is designed and produced to satisfy their interests, time, travel and reading conditions.

Nor is there a News reader type. The News audience includes from more than one-third to more than two-thirds the readers of other individual newspapers.

With nearly two million circulation, The News is read by 4,730,000 adults—2,360,000 men and 2,370,000 women. And holds its readership every day!

The News simply has more of everything you want as prospects—more income, more families with children, more home owners and car owners, more urban dwellers and more suburbanites. And delivers more readership, response and results for advertising.

Any New York News office can tell you more.



THE NEWS, *New York's Picture Newspaper*
More than twice the circulation, daily and Sunday, of any other newspaper in America.

News Building, 220 East 42nd St., New York 17—Tribune Tower, Tribune Square, Chicago 11—155 Montgomery St., San Francisco 4
3460 Wilshire Boulevard, Los Angeles 5—Penobscot Building, Detroit 26—27 Cockspur St., London S. W. 1, England

Sales Management September 18, 1959 95

growing world-wide



with the best in long distance moving service

In addition to the 50 states, the Wheaton organization is offering prompt, dependable service to an increasing number of foreign countries throughout the world. Only the most modern equipment and latest techniques are employed to give maximum protection in transit.

Wheaton
Van Lines, Inc.

COAST TO COAST LONG DISTANCE MOVING

General Offices: Indianapolis, Indiana

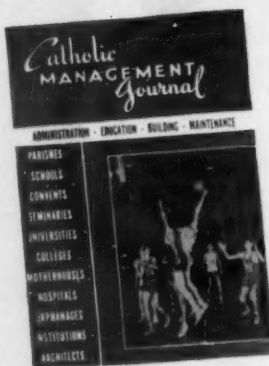
In the West, call

LYON
Van Lines, Inc.

OVER 525
AGENTS IN ALL
PRINCIPAL CITIES

Now! Verified Readership of People Who Buy for Catholic Parishes and Institutions!

CATHOLIC MANAGEMENT JOURNAL JOINS VAC!



Catholic Management Journal's practical editorial insight into problems of administration, finance, construction, maintenance, food service, public relations and communications is "must" reading for more than 21,000 verified people with buying authority in Catholic parishes and institutions . . . and many more who can select the products and services used.

Catholic Management Journal takes away the guess work . . . gives you positive evidence that you will reach readers who buy . . . for after all, markets are made up by readers who buy!

Contact Your Nearest
CMJ Representative
for the Current CMJ
VAC Report

- New York (7):** Jack Faber or Frank J. Fleming, 233 Broadway — WOrth 4-4071
- Chicago (6):** James T. Callen or Thomas A. Barron, 20 N. Wacker Dr. — STate 2-7271
- Milwaukee (1):** Vincent C. Geisheker, 400 N. Broadway — BRoadway 1-9700
- Miami (32):** J. Bernard Cashion, Chamber of Commerce Bldg. — FRanklin 1-9941

whether Insta was dry, mushy, gummy, fluffy, sufficiently cooked. About a third had trouble getting it out of the can, and wanted packages. AMS decided not to enthusiastically promote the Department's product.

The most elaborate of the food surveys involved lamb promotions, for which several associations put up the money. There were two sets of studies — one to cover merchandising practices and the other, customers. Lamb sales go up or down, it was found, almost in exact proportion to display space. Without tie-in display, advertising does not click. The advertising should use such adjectives as "delicate" and "distinctive," elicited from housewives for lamb and not for other meats.

► This spring the House cut out the entire appropriation for such studies. Let the producers' associations, it voted, pay for their own research. Before doing so the associations approached the Senate and got the money back.

Some of the current investigations cover retail practice. How do storekeepers use the displays their suppliers give them? How do they tie shelf arrangements in with current promotions? Another study is inquiring into the relative attractiveness of "25 cents, two for 40 cents," "a cereal bowl with every package," trading stamps, discount coupons, etc.

The Department is making a survey of what might be called its own clients—how much the producers' and processors' associations spend for advertising. This could become, but is not intended to be, a business getter for AMS. For instance, an association with no advertising fund might acquire one after seeing how others operate, and, starting to use advertising, could draw the further attention of AMS.

Diligently, perhaps superfluously, the AMS staff works at getting research results into the right hands. A single project may be good for several dozen speeches to trade groups. A report is written up in half a dozen styles — for technicians, the business press, the popular press, women's page editors, etc.

But virtually every project involves at least one trade organization whose secretary mails out periodic progress reports. Long before AMS itself mails anything, interested people have learned what is going on.

Thus, through AMS those who process and sell foods may uncover new markets, learn more about the advertising and promotional patterns for developing and sustaining them. ♦

LEADERSHIP IN ROP COLOR

**Wonder
where
the**

YELLOW

went?

(or red or blue, too!)



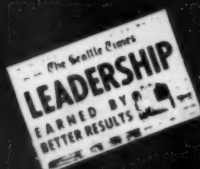
**In Seattle...
it went to
The Seattle Times**

5 to 2!

**THE SEATTLE TIMES
513,153 LINES
ROP COLOR**

**SEATTLE'S SECOND PAPER
210,392 LINES ROP COLOR**

* Source: Media Records, first five months 1959



The Seattle Times
SEATTLE'S ACCEPTED NEWSPAPER

REPRESENTED BY
O'HARA & ORMSBEE, INC.
New York • Detroit • Chicago
Los Angeles • San Francisco
Member Metro Sunday Comics,
Metro Rotogravure Group
and Farwest Rotogravure Group

WORTH WRITING FOR . . .

1959 Major U. S. Markets

Sales ranking by dollar volume of all 292 Metropolitan Market Areas in the basic sales classifications. Included are: ranking of gain or loss (1958 over 1954) of the Metropolitan Market Areas; ranking of the South's top 25 Metropolitan Market Areas in basic sales classifications by dollar volume; North Carolina county-city data; ranking of the top 100 Metropolitan Areas by dollar volume; complete Survey of Buying Power data for the 292 Metropolitan Market Areas. Write George Lemons, Advertising Director, Greensboro News-Record, Dept. SM, Greensboro, N. C.

Young Woman Under 20

Report on their beauty habits and product preferences. Trend highlights: They are fully acquainted with the variety of beauty products on the market. They split their purchases mainly between department and drug stores, with the latter leading in all major areas. Examples: Comparisons indicate that 56.0% buy lipstick in

drug stores, 45.5% in department stores; 49.7% purchase makeup base in drug stores, 36.4% in department stores. Write George E. Johnson, Dept. SM, Seventeen, 488 Madison Ave., New York 22, N. Y.

Food and Drug Sales

Twelfth annual report which reveals that Americans spent in 1958 \$45 billion for foods and \$6.7 billion for drugs at retail outlets. Data cover all products sold in drug and food stores, with percentage change from 1956 to 1957 and from 1957 to 1958. Write Richard F. Tomlinson, Executive Vice President, Topics Publishing Co., Dept. SM, 155 E. 44th St., New York 17, N. Y.

Hawaii

A report which interprets data on the 50th state from the advertising and marketing point of view. Among the subjects covered: people (who they are), industry and income, background of business and recent trends, Hawaiians as customers, market and media data, and future of the state.

Data interspersed with comments that give a complete picture of the new state as a market. Write Jack Carver, Doherty, Clifford, Steers & Shenfield, Inc., Dept. SM, 530 Fifth Ave., New York 26, N. Y.

San Jose, Cal.

Volume II covering its growth since 1950: population up 98% from 1950; 1958 Effective Buying Income, \$1,113,058,000; total retail sales up 138% from 1950—\$720,673,000; agricultural income, \$85,437,000. Other data: auto registration; furniture-household-appliance sales; food, drug and apparel store sales; employment; manufacturing; number of dwelling units. Write Daniel K. Stern, Public Relations Director, Dept. SM, San Jose Mercury and News, San Jose, Cal.

National Magazines

Comparative ranking in terms of their influence on the actual purchase of products for the home. Magazines include: American Home, Better Homes & Gardens, Good Housekeeping, House & Garden, House Beautiful, Ladies' Home Journal, Life, Living, McCall's, The Saturday Evening Post. Personal interviews were conducted in ten leading stores and cus-

FOR THE EXECUTIVE CONCERNED WITH THE MOVEMENT AND RELOCATION OF PERSONNEL

Now! move with confidence

Call in your local Atlas Agent to discuss personnel movement and relocation on an individual move or long term basis . . . and you've taken a giant step forward in relieving yourself of one of your more persistent, periodic problems.

Here's why . . .

- The Atlas agent fits himself quickly into your departmental methods . . . from the beginning can relieve you of many details.
- Atlas service is economical . . . your cost of transferring families goes down.
- Atlas service is geared to increased customer satisfaction . . . your employee morale goes up during a critical period.

Look for Your Atlas Agent in the Yellow Pages of Your Phone Book . . . He is a leading Household Goods Mover in Your Community



Single-Line
and Nationwide
Local . . . Long-Distance
Moving . . . Storage

ATLAS
VAN-LINES, INC.
General Offices:
6244 South Ashland, Chicago 36

AGAIN, THE FIRST 5...



the five MIDWEST UNIT papers

TOTAL COMMERCIAL LINES • 1ST HALF 1959

Source: Farm Publications Reports

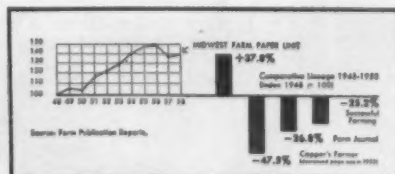
1. Wallace Farmer.....	444,064	20. Oregon Farmer.....	183,610
2. The Farmer.....	420,131	21. Colorado Rancher and Farmer.....	169,834
3. Prairie Farmer.....	400,066	22. Kansas Farmer.....	168,965
4. Nebraska Farmer.....	392,477	23. Missouri Ruralist.....	167,076
5. Wisconsin Agriculturist.....	351,949	24. American Agriculturist.....	145,752
6. Dakota Farmer.....	333,840	25. Farmer-Stockman.....	121,656
7. Ohio Farmer.....	319,502	26. Rural New Yorker.....	117,977
8. Progressive Farmer.....	308,550	27. Southern Planter.....	108,765
9. Arizona Farmer.....	297,379	28. New England Homestead.....	105,694
10. Michigan Farmer.....	267,170	29. Capper's Farmer.....	103,243
11. Hoard's Dairyman.....	264,911	30. Kentucky Farmer.....	101,358
12. Pennsylvania Farmer.....	251,587	31. American Fruit Grower.....	92,237
13. Montana Farmer-Stockman.....	241,151	32. Farm and Ranch—Southern Agriculturist.....	87,247
14. California Farmer.....	217,268	33. Western Farm Life.....	86,206
15. Successful Farming.....	216,240	34. Poultry Tribune.....	84,123
16. Farm Journal.....	203,696	35. National Livestock Producer.....	81,544
17. Idaho Farmer.....	197,897	36. Better Farming Methods.....	65,464
18. Utah Farmer.....	195,015	37. American Poultry Journal.....	37,956
19. Washington Farmer.....	187,485		

TOPS IN LINAGE among all farm papers for the first 6 months of 1959. Tops in prestige in the richest farm market in the world.

Midwest Unit Farm Papers are the first choice of farm families in this \$11 billion market. First choice of farm market advertisers who want local impact . . . the high readership of local editorial content. Follow the leaders to the Unit States of America. Ask us about local merchandising tie-in services for your advertising.

Swing to Midwest Unit continues into second decade

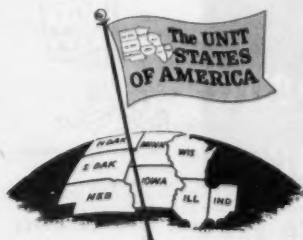
The 10-year chart below shows the consistent long-range gains of Midwest Unit Farm Papers.



ONE ORDER • ONE PLATE • ONE BILL • AT A SUBSTANTIAL SAVING IN RATES

MIDWEST UNIT *Farm Papers*

ADVERTISE MOST WHERE FARMING IS BIG BUSINESS...AND GOOD LIVING



ADDRESS: Midwest Farm Paper Unit, Sales offices at:
38 S. Wacker Drive, Chicago 1
250 Park Avenue, New York 17, N.Y.
510 Sutter Street, San Francisco 4
159 Sevin Vermont Ave., Los Angeles 4

Worth Writing For

(continued)

tomers were asked about the purchase of products for the home and which magazines, if any, had motivated them. Write Charles B. Emde, President, Fact Finders Associates, Inc., Dept. SM, 247 Park Ave., New York 17, N. Y.

Evaluating Inquiries

Report based on findings of the Inquiries Project Council, Industrial Advertising Research Institute. Details 12 basic requirements for a practical inquiry-handling system; screening inquiries; encouraging sales followup. Write Robert L. Hartford, Business Manager, Machine Design, Dept. SM, Penton Bldg., Cleveland 13, O.

The Housing Industry

An analysis of a big business producing every year a multi-billion-dollar market for building materials, equipment and appliances. Data include: market characteristics — size, location trends; market control—home builders and their professional associates, characteristics, operating methods, business volume; collateral ac-

tivities of home building professionals — home remodeling, non-residential building; market media. Write Richard N. Jones, Advertising Director, House & Home, Dept. SM, 9 Rockefeller Plaza, New York 20, N. Y.

Gary-Hammond-East Chicago

Market report on this new Standard Metropolitan Area, including Lake and Porter Counties. It ranks 47th in population, 40th in consumer spendable income, eighth in spendable income per household. Data cover population, income, housing, employment, industry. Write Tom March, Dept. SM, WWCA Radio Station, Gary, Ind.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Weather Instruments for Business Giving: Full-color catalog, Airguide Instrument Co., Dept. SM, 2210 Wabansia Ave., Chicago 47, Ill.

A New Look at the Problems of Sales Contact: A study which answers such questions as: Are greater numbers of salesmen and better sales training having an effect on the number of plant buying

influences contacted? Includes chart detailing buying influence data for each of 99 products. Factory, Dept. SM, 330 W. 42nd St., New York 36, N. Y.

For Better Presentation: Literature describing a new light-weight portable easel that may be used as a chalk, chart or magnet board. The Advance Furnace Co., Dept. SM, 2310 E. Douglas, Wichita, Kan.

Automotive Fleet Lease and Management Plans. The Lee Fleet System, Dept. SM, Keith Bldg., Cleveland 15, O.

Plastic Boxes: How they can be used to display your product and help your salesmen sell. Shoe Form Co., Inc., Dept. SM, Auburn, N. Y.

Sales Forecasting: Forecasting methods that will indicate your actual sales six months to one year ahead. J. Carvel Lance, Inc., Dept. SM, 122 E. 42nd St., New York 17, N. Y.

Travel-Incentive and Overseas Conventions: Details on how to prepare for them. Henry Beardsley, Dept. SM, Pan American, Box 1790, New York 17, N. Y.

Air Conditioning and Refrigeration: Two market studies: The Refrigeration and Air Conditioning Wholesaler; Firms Engaged in the Business of Air Conditioning, Heating and Commercial Refrigeration. The Industrial Publishing Corp., Dept. SM, 812 Huron Rd., Cleveland 15, O.

ANOTHER PRODUCT of the DIVERSIFIED SOUTH BEND, Ind. MARKET



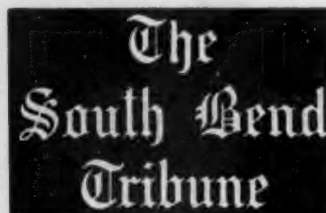
Model 4340 4-bottom moldboard plow designed and produced in South Bend Plant of The Oliver Corporation.

The Oliver Corporation of South Bend is a major producer of quality farming equipment. Oliver's is also a leading industry among the 248 manufacturers in the South Bend Metropolitan Area.

This wide diversity of industry is instrumental in providing South Bend Area households with big, steady incomes. The 1958 household income was \$7,187 . . . First in Indiana and 15th in the Nation!

To Cover South Bend

Over 92% of the families in South Bend's Metro Area receive the South Bend Tribune. A complete marketing service plus the Tribune's intimate knowledge of the market can make your selling job easier and more profitable. Free market data book gives complete details. Write today.



The South Bend, Ind. Market
Seven Counties, over
One-Half Million People

Franklin D. Schurz — Editor and Publisher
STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

TOP

?
WHO
IS
ON

**WHOLESALEERS say
"Hardware Retailer"
because . . .**

"It's preferred and read by most retailers" . . . 4 to 1.

"Offers greatest possible impact" . . . 2 to 1.

"It's the leader in the hardware field" . . . 2 to 1.

"Basic guide to the field."

"First news of NRHA activity."

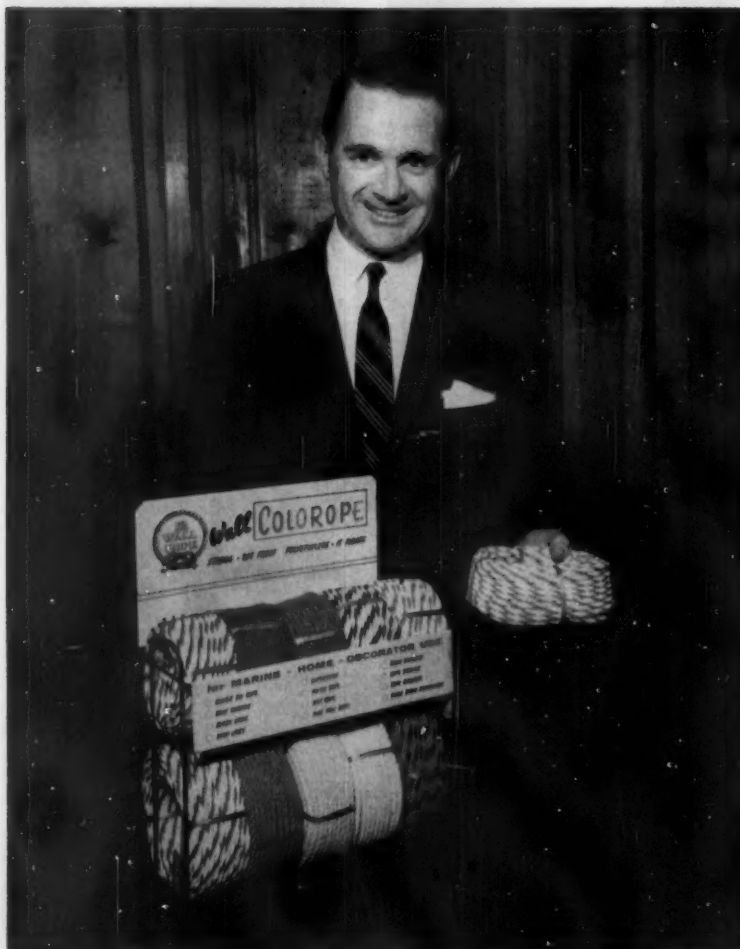
Facts from national survey by Independent Market Research Bureau.



MAKE HARDWARE RETAILER YOUR BASIC TRADE CHOICE

'Just Plain' Rope Ties up with Glamor

There's nothing new about purloining marketing techniques, but it's not always easy to turn an old-fashioned utility product into an impulse item. Now look what the glamor process and a new approach can do to the market for a hardy basic like rope.



"GLAMORIZOR" GRAY COLGROVE, general sales manager of Wall Rope, shows the new "packaged goods"—Colorope. Emphasis on point-of-purchase attraction and impulse appeal represents a whole new sales approach for this age-old product.

Lucky is the twentieth century yachtsman—he can tie "her" up with colored rope!

And . . . the rope will float . . . will not rot . . . will not waterlog!

Such are the modern-day advantages that are bringing to an old, old product a new, new status in its market. For suddenly, with the application of package goods techniques taking advantage of new synthetics, good old rope has been transformed into a fast-moving impulse item in the nation's hardware and department stores.

Color, packaging, point-of-purchase material, special display racks, new sizes, and a range of other point-of-purchase factors identified with toothpaste and soap now have been applied to rope.

And not too surprisingly, the key sales figure in this policy innovation is former toothpaste marketer H. Gray Colgrove, general sales manager of Wall Rope Works, Inc.

For 130 years Wall has sold rope through marine and industrial channels to America's leading corporations. But several months ago, with an eye to expanding its market, the company took a hard look at some of the newer synthetics entering the market, particularly Marlex linear polyethylene.

Wall's research department found a tough, smooth-textured floating rope available in a variety of beautiful colors. Less costly than nylon, twice as strong as manila, and rot-proof, here was a rope that deserved new marketing strategy.

Colgrove, who was relatively new at Wall, had spent ten years in the packaged goods field, first in the paint industry as a sales manager with Devco & Reynolds Co., Inc., and later with Lever Brothers Co. as assistant sales manager for the Pepsodent Division.

He named the new Wall product "Colorope" and introduced these unique (for the rope industry) marketing steps:

- Pre-packaged quarter-inch rope was made available for home use in coils of 50, 80, and 100 ft. Most manila rope in the past has been marketed in large cumbersome coils from which the dealer cut off desired lengths for each customer. This discouraged impulse sales.

- An attractive, colorful metal display rack to stimulate impulse purchases was designed and offered free to dealers with an initial stocking order.

- Unusual point-of-purchase messages were used to decorate the rack,



...and, last night, this newspaper cut a bigger share of sales than any other evening paper in the West! (Which makes it a real doll for smart advertisers. Like you, for instance!)

Largest evening circulation in the West's biggest and best market! Represented nationally by Moloney, Regan & Schmitt, Inc.

LOS ANGELES HERALD-EXPRESS

MEETING COMING UP?

Here's a Pack of Ideas

Handy, pocket-size booklet contains reprints of some of the most popular articles on meeting planning that have appeared in *Sales Meetings*.

**32 pages—more than
14 articles**

CONTENTS

What I've Learned from My
11,000 Speaking Engagements
Put Small Groups to Work for
Idea Developments
Guided Conference: Good
Substitute for Skilled
Leadership
Why Doesn't Brainstorming
Always Seem to Work?
Buzz-Write Workshop Insures
Participation
A Conference Is a Contest—
Do You Win Or Lose?
If It's Worth Saying It's Worth
Reporting
How Bankers Become Good
Speakers
43 Ways to Excite Interest in
Your Meeting Objectives
For the Modern Meeting
Planner: Guide to Styles,
Groups, Methods
Good Audiences—Made Not
Born
It's Real Work to Plan
Women's Activities
Your Planning On-the-Spot
Program Change Is Valuable
How to Get the Most
Out of Hotel Service

Send 50 cents in coin for
"Meeting Planners Hand-
book" to:

Readers' Service Dept.

SALES MEETINGS
1212 Chestnut St., Phila. 7, Pa.

stressing the use of Colorope for decorating the home.

• Special sales literature with drawings showing rope being used in a variety of new uses (outdoor trellises, room dividers, indoor trellises, pole decorations, stairway dividers, porch railings) was prepared and distributed through retail outlets.

Rope for the pleasure boating field is sold primarily through marine outlets. While sales are considerable in the light of this booming industry, there was only seasonal traffic here. Whereas the average boat owner shops at a marina during the summer season, he visits his neighborhood hardware store all year round.

After studying these factors, Colgrove switched the pattern of distribution for his company and concentrated first on the hardware field and secondly on the department store field. This has entailed setting up new distributors, establishing new pricing and educating the retailers.

A new advertising program in the hardware press was developed and an even larger program is planned for next year.

How does Wall feel about this?

Colgrove puts it this way:

"I had to draw on my experience with the packaged goods field: Before World War II, toothpaste was primarily sold in drugstores. Today, approximately 70% of all toothpaste is sold in super markets. Along with the aggressive job being done with these outlets there is also the irrefutable fact that the repeated purchases in a super market as compared with the

more occasional stop in a drugstore prompts the greater sale of products such as toothpaste in these outlets.

"By applying some of these marketing techniques to rope we can see sales doubling and then re-doubling. Total industry sales to the hardware field last year were approximately 10 million pounds of traditional manila rope plus a million pounds of synthetic. We feel that the time is ripe for people to think in specific terms of rope brands. The day is here when families decorate their homes themselves. Colorful rope can be at least one of the materials that will be a factor in a job. There is no telling where this can lead the rope industry."

The merchandising of rope in this pre-packaged colorful display, according to the Wall organization, has proved a definite stimulus to the entire industry, as well as to the company.

The hardware retailer, already competing vigorously with super markets and other shopping centers, has a new more profitable item that is an eye-catcher. It replaces the unwieldy and hard-to-price product that cluttered up back shelves. For Wall, which in the past has concentrated on the heavy industry area—not the consumer field—it represents a new area of business growth possibilities. Wall, using a combination of established know-how in the rope field, and an expanding consumer-oriented sales department, anticipates that its entire output will be affected as it approaches its 150-year-old mark.

Clamor and sales go together—even with rope. ♦

Now, Rope Has New Sales Features

COLOROPE

50-ft. coil of ¼-in. rope
weighs ½ lb.
supports 1,000 lb.
Fabricated in ten non-fading
colors or color combinations
Floats in any length
Will not become waterlogged
Rot-proof
Sold in pre-cut lengths to meet
most popular requirements

MANILA

50-ft. coil of ¼-in. rope
weighs 1 lb.
supports 600 lb.
Natural fiber
Will not float
Will waterlog
Will rot
Sold (ordinarily) by weight

The Nembutal box is molded of Lustrex styrene, by Continental Plastics Corporation of Chicago, one of the leading custom package molders in the midwest.



Abbott Laboratories to Continental Plastics Corporation:

"LUSTREX MOLDED PACKAGING PROVIDES THE PERFECT SETTING FOR OUR CLASSIC DRUG, NEMBUTAL, AT LESS THAN USUAL COST!"

Mr. Richard Dewey, Packaging Engineer, reporting: "Abbott packages sample vials of Nembutal in molded styrene boxes for distribution to physicians. This type of box makes it easy to see the contents. The Abbott trademark can be molded right into the cover. Other molded-in features facilitate rapid packing, neat stacking, and safe shipment as far off as South America. Both box and vials have been planned to be re-used by the physician. In every respect, the Nembutal sample kit strikes just the right note of

simplicity and dignity befitting our professional audience. We also like the fact that these packages (a half million of which we have already distributed) cost less than custom-designed containers made of some other material."

Is the drug store your market place? Use the Monsanto "Molded Package Evaluator" to guide you to drug sales-minded packaging. Send coupon below for your free copy.



LUSTREX: Reg. U.S. Pat. Off.

MONSANTO CHEMICAL COMPANY
Plastics Division, Dept. 1138, Springfield 2, Mass.
Please send me free copy of "THE MOLDED PACKAGE EVALUATOR."

Name _____ Title _____

Company _____

Address _____

City _____ State _____



FALSTAFF'S OUTDOOR BOARDS are always seasonal. Sometimes they are used to build bigger audiences for sports telecasts which dominate the company's TV program.



A "BARBECUE OUT" PROMOTION is a big thing in summer months. (This same

How Falstaff Gets Heavy-Duty Service Out of Outdoor Advertising Dollars

USA's No. 3 brewery, steadily growing while the industry marks time, uses outdoor as the second of its two major media. A quarter century of experience has taught Falstaff how to buy outdoor, merchandise it, and coordinate it with other media.

By JACK BERNSTEIN

Beer is a promotional business.

All of the biggest-volume companies in the industry compete and grow on huge advertising investments and sinewy merchandising campaigns. Seven of the spots on the list of the top 100 advertisers in the U.S. are occupied by beer makers.

Ranking No. 72 on this list is Falstaff Brewing Corp., St. Louis, now No. 3 in the industry. The company releases no official figures on its advertising budget, but trade sources estimate the investment at between \$6 and \$7 million.

Around 75% of these dollars go into TV and outdoor . . . over 50% for TV, near 20% for outdoor. "TV for sell, outdoor for high frequency reminder," says GSM Bruce Wightman.

The media mix, in which TV and outdoor dominate, and the merchandising program which supports it at the distributor and dealer level, are paying off in sales and profits.

Falstaff volume for the first six months of this year hit \$53,797,364, a 10% increase over the same period a year ago. Joseph Griesedieck, president, recently predicted that earnings for '59 would run close to \$2.50 a share, up from \$2.01 for '58.

More and more barrels have rolled out of Falstaff breweries every year in recent years, with sales volume showing a steady upward trend in an industry that is almost static (industry sales in 1958 gained only a fraction of 1%; Falstaff volume was up 4.9%). Falstaff has, in fact, led the industry in sales increases in the post-war period. The company sells in 25 states, "owns" 16% of the market in those states. It has about 500 distributors, and around 134,000 dealers. ("About" and "around" because these figures are changing so fast.)

Recently, Sales Management asked Falstaff executives to analyze their theories about outdoor advertising, to explain its functions as the number

two medium on the advertising list, and to show how it is made to coordinate with other media. (Outdoor has been used by Falstaff consistently since the repeal of the Volstead Act—more than a quarter century ago.)

V-P and Marketing Director Karl K. Vollmer sees these values in outdoor for the sales situation as it exists at Falstaff:

"Outdoor is one of our basics—not as dynamic as TV, but used in a different way. It provides a tremendous circulation at relatively low cost. It is "very local"—similar to split-runs in magazines. You can buy a town, a state, or the whole country.

"It is a versatile medium that can be adjusted to one's particular situation. It keeps consumers aware of a brand. It is a reminder. The consumer sees an old friend instead of a stranger on the retailer's shelf. Outdoor creates an aura around the package."

TV and outdoor, and all other media



Illustration was used in a color ad in Life.)
In winter it's "Barbecue In," of course.



A "REFRESHING, CLEAN AND WHOLESOME" feeling is the desired effect of current ads. Appeal is slanted more to men than women in the company's poster advertising.

that figure in the Falstaff program, are tied directly into all the various seasonal promotions.

Outdoor boards frequently call attention to the telecasts. In TV, Falstaff concentrates heavily on sports. The company's sponsorships include the Baseball Game of the Week on Saturdays and Sundays (announced by Dizzy Dean and Buddy Blattner) . . . professional football Game of the Week . . . the St. Louis Hawks' basketball games, the San Francisco '49ers, and the Los Angeles Rams.

Over the years Falstaff has developed some definite ideas about how to buy and use outdoor, how to police it, how to merchandise it.

For example, there are specific criteria for determining where to post. Says Director of Advertising Alvin

Griesedieck, Jr., "These are our key considerations: (1) sales in the area; (2) how good the market is 'as a poster town'; and (3) the size of the market."

Falstaff shows nearly 5,000 30-sheet 4-color posters in its 25-state marketing area . . . an area which includes 39% of the U. S. population. The same ad is seen everywhere, and is changed once a month.

Also taken into account, says Vollmer, is the TAB, the outdoor advertising industry's own rating system by which the majority of outdoor plants are rated every three years. He adds, "We're not too happy with the infrequency of the auditing, nor with the fact that some operators are not auditing their plants and cannot furnish reliable circulation data."

Falstaff prefers "a good showing." (A "100%" showing, or 100 boards, some illuminated, some not illuminated, constitutes full coverage. That means posters are situated on the town's main arteries.) Sometimes the company contracts for a 50% showing, or 50 boards. The amount depends on "the kind of job you want done." Although 25% showings are offered, Falstaff never uses them.

From experience Falstaff has learned that it's advisable to "ride the showing" to find out if there are any poor locations. An advertising field representative checks on positions. If any are unsatisfactory, substitutions are usually arranged.

Allocation of outdoor among the territories is determined by the Marketing Department. In a given city,

Karl K. Vollmer



100,000 MILES A YEAR of travel are a routine part of the schedule of Karl K. Vollmer, v-p and director of marketing. "It keeps my feet on the ground." He "plays golf once a year," spends much of his recreational time on photography.

Bruce Wightman



MANAGEMENT ABILITY is transferable. Bruce Wightman, gsm, demonstrates it. He was in steel for 10 years, later spent 13 years in mining and exploration in Canada. From assistant sm, Solventol Chemical Products, he joined in '47.

Alvin Griesedieck, Jr.



BREWING'S IN THE FAMILY: Alvin Griesedieck, Jr., ad director for Falstaff, is the son of the chairman of the board and brother of the company's president. The Griesedieck ancestors were brewers in Germany in the 1800's.

You'll hold your most effective meetings with the **NEW RCA 'LECTRONIC LECTERN**

**GET YOUR IDEAS
ACROSS FORCEFULLY
... audience hears
every word**

Speak from an RCA 'Lectronic Lectern and you know you're getting across clearly to the farthest corner of the room. Go ahead and call a meeting on short notice in any space that's available. Your completely portable 'Lectronic Lectern can go right along with you. Its powerful all-transistor amplifier, built right into the system, operates from any 110-volt A.C. outlet, or batteries. Transistors mean instant operation and long life.



Tmk(s) ©

RADIO CORPORATION of AMERICA

LECTERN SALES
CAMDEN 2, NEW JERSEY

**MAIL
COUPON
TODAY!**

Radio Corporation of America
Dept. YC-110
Camden 2, N. J.

Please send details on the 'Lectronic Lectern

NAME _____
COMPANY _____
STREET _____
CITY _____ ZONE _____ STATE _____



**Built-in
High Fidelity
Sound System**

Transistorized!

Operates from any
110-volt A.C. outlet,
or from batteries.

**Complete with
miniature
broadcast quality
TV Microphone**

Mounts on lectern or
suspends around neck.

**Serves audiences
up to 600**

Projects your voice to
the last row.



**Portable!
Sets up in
30 Seconds**

Just open it up,
plug it in, and
start talking.

number of showings is dependent upon sales potential, penetration of the company's brand, and certain situation considerations.

Outdoor offers greater opportunity for continuity and integration than other media, observes Griesedieck. The theme of the outdoor poster is frequently repeated on TV and in newspapers and magazines.

He cited as an example, the beach scene (see illustration) used in this July's poster, which became the subject of TV commercials, appeared also in other media. "In fact," he adds, "the same people who posed for the posters appeared in the TV commercials."

The company's marketing executives have very definite ideas about the selection of themes for posters.

Current thinking demands that the poster induce drinking of beer "in a nostalgic way." The feeling should be "refreshing, clean and wholesome." As mood-type posters for a specific usage, Falstaff's boards embody a universal appeal — "more of an appeal to men than to women."

An informal committee of marketing, sales and advertising executives passes final judgment on themes. It is the agency's responsibility to develop and recommend copy themes in line with current ad thinking.

► Two or three "rough roughs" are presented, the best tie-in chosen. The one given most circulation this year is the seashore scene mentioned earlier. A full-page reproduction in color, same scene, appeared in Life magazine. This board and all other advertising tied in with it was part of the "Barbecue Out" program for summer months.

Other recent subjects: A couple, skin divers, enjoying Falstaff . . . Dizzy Dean broadcasting . . . Housewife with a summery salad dish. Two posters each year are assigned to baseball (see illustration), two to football. Hunting, fishing, and other seasonal sports are scheduled in appropriate months.

Closely related to the sports themes in Falstaff advertising is a company-sponsored bowling team. This team was the first to win both the Bowling Proprietors Association match game and the American Bowling Congress five-man championship in the same season. As a reward, the bowlers went on a Government-sponsored tour of Hawaii and the Far East.

Because of its own aggressive advertising activity, Falstaff has little difficulty getting the distributor to do local promotion at his own expense, which ties in with Falstaff's own efforts. Here the situation contrasts

Young Chicago loves to buy...



...the Chicago
Sun-Times

The young families are the big buying families, in Chicago as anywhere else. But nowhere else can you reach them more effectively.

In Chicago, more young families read the Sun-Times than any other newspaper.*

*Source: Publication Research Service Study No. 5.

The man from Cunningham & Walsh



How soon is a major cosmetic announcement really felt here? How aware is the pharmacist of major promotions? Earl Schultz, a C&W account man, knows. By being there, C&W men are building a huge store of useful knowledge about our changing marketplaces. You are the beneficiary when you're served by Cunningham & Walsh Inc. Offices in: New York, Chicago, Detroit, Los Angeles, San Francisco.

Announcing!

**THE NEW
FORT WORTH
METROPOLITAN
AREA***

POPULATION	618,000
EFFECTIVE BUYING INCOME	\$1,093,684,000
TOTAL RETAIL SALES	\$715,707,000

TARRANT COUNTY
●
FORT WORTH

JOHNSON COUNTY

**Covered Thoroughly
Everyday by the
FORT WORTH STAR-TELEGRAM**

39th in the Nation in Population!

41st in the Nation in Effective Buying Income!

40th in the Nation in Total Retail Sales!

*Sales Management now includes the 2-county area of Tarrant and Johnson Counties as the Standard Fort Worth Metropolitan Area.

FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Jr., President and National Advertising Director

LARGEST CIRCULATION IN TEXAS

without the use of schemes, premiums or contests
"Just a good newspaper"



sharply with the relationship between automobile manufacturers and their dealers, or soft drink makers and their bottlers. Falstaff has "no franchise or contract for advertising" . . . no iron-clad agreement on so-much-per-case expenditure.

"We don't approach a distributor until a complete analysis shows that he has all his bases covered on sales and delivery routine. We make sure that he has enough trucks in operation, enough men on the street," Vollmer points out.

"The distributors are not spending money helter-skelter. Their best course is to use media complementing ours.

Because Falstaff has long been one of the nation's leading users of outdoor—"few competitors ever out-advertise us in this medium"—Outdoor Advertising Institute helped the brewery merchandise its third-quarter program in three ways:

1. Lapel badges . . . colorful miniature reproductions of the July poster were handed out to the field men.

2. Shelf talkers . . . full color reproductions of the same poster were made available for off-premise display work. These augmented point-of-purchase displays.

3. Thermo-Frost picnic bags were given to each route salesman. An imprint of the Falstaff shield appeared inside the top cover in a poster frame.

Outdoor advertising was merchandised at sales meetings held during this promotion.

The sales momentum that has Falstaff moving ahead in such a healthy fashion is inspired by Joseph Griesedieck, youthful president now in his sixth year in the front office. At 40 he is the youngest president of a major U.S. brewery. He's a strong believer in product research to maintain and improve product quality, and vigorous advertising to support it.

Young President Griesedieck, son of the chairman of the board and grandson of the founder, believes that women will play an increasingly important role in the purchase of beer. For one thing, a high percentage of beer is sold through super markets and women are the main shoppers there. For that reason Falstaff is ready to launch a non-returnable seven-oz. bottle which it expects to become popular with women shoppers.

One of the principal reasons the company is able to maintain a good position in the highly competitive beer industry is the sales depth of the market. In some of its markets, Falstaff does 50% of the total business. ♦

Zippo gets sure-fire response in LIFE

"The lighter that works" calls LIFE,
"the medium that works"

"If your Zippo lighter doesn't work perfectly, you can get it fixed anytime—free!"

For this unusual announcement, Zippo picked LIFE—a medium it has relied on for 16 years. The ad—it's a classic—ran in the May 26, 1958 issue, of LIFE.

Here's the box score: Sales rose sharply and are still going up; daily returns of lighters needing repairs rose 58% (Zippo is glad to give owners this service); satisfied customer mail more than doubled.

And here's one for you: many of the lighters sent in were wrapped in Zippo LIFE tear sheets.

"We still talk about that ad," says Jack McCutcheon, Advertising Manager, Zippo Manufacturing Co. "It's one of the big reasons we doubled our space in LIFE this year. LIFE has a quality approach, editorially, that's in keeping with the Zippo lighter and the people it appeals to."

Maybe you can't make the fabulous Zippo offer. But LIFE makes this offer to you: send us your advertising—we'll see that it's delivered to the right people.

And you're bound to find yourself atop a climbing sales curve because . . . LIFE is "the medium that works."



Effectiveness is a fact of **LIFE**

Big Wheels at Reliance Are Now "Assistants" to the Salesmen

Tag-name for the program: SABRE. It stands for "Sales Assistance by Reliance Executives." Today any Reliance salesman can call for one of the top men when he needs help on a customer problem.

Based on an interview with
R. A. GEUDER
Vice President, Marketing, Reliance Electric & Engineering Co.

Early this year, SABRE ("Sales Assistance by Reliance Executives") came to the Reliance Electric and Engineering Co., Cleveland, O.

To the sales force this meant that executives were stepping in to help out on sales. Executives selling? Executives giving an assist on customer problems? Or problem customers? "Fine—only keep them away from that touchy one of mine!"

It took a few weeks to convince them. Then the calls started coming in—the execs were in demand.

SABRE was introduced at Reliance as one possible answer to the 1958 slump in the capital goods business

(net sales for the year had dropped to \$70,591,000 at Reliance, in comparison to 1957's \$95,456,000 figure). Heart of the program is the theory that customer confidence and good will build sales. To garner this confidence, Reliance top executives are available—on call—to the sales force to aid in selling.

Says R. A. Geuder, vice president, marketing, "We sell big-ticket items, industrial motors, variable speed drives, generators, etc. There's more to selling our markets than writing an order. The salesman must have an intimate knowledge of his customer's operation. The prospect must be con-

vinced that Reliance can supply, service and solve problems. The salesman's ability to convey this thought is paramount.

"On many occasions," Geuder continues, "the salesman feels he must emphasize the fact that everyone at Reliance is vitally interested in helping this company to solve its problems. To do this, he uses SABRE!"

During any given week, Geuder himself may be in Los Angeles working with a salesman in that area. At the same time, President Edward E. Helm may be performing the same function in Chicago, while the director of engineering lends his assistance to a sales effort in New York.

► Reliance Electric places vital emphasis on the fact that the salesman is Reliance Electric when he sits across from the customer.

Says Geuder, "That two-foot area between our salesman and the prospect is pure white, it's the moment of truth and no one stands in his way. He either succeeds or fails on his own. When he feels he requires the added help of one of our executives, we are available. But he, and he alone requests our presence and he must conduct the interview."

Geuder points out that the customer must be pre-conditioned to the Reliance way of operating. He must

The Men Who Handle Reliance's SABRE

RICHARD A. GEUDER: (l.) SABRE is his responsibility. As vice president, marketing, he is the founder of the program, now a participant in it. Geuder joined Reliance in 1929 after graduation from Penn. State with a B.S. degree in electro-chemical engineering. He advanced through industrial applications and applied engineering, in 1951 became manager, applied engineering and industry sales. In 1956 he was made gsm. Now he's top man in marketing.



C. V. GREGORY: (r.) He implements SABRE. Its smooth day-to-day operation is one of his functions as gsm, a position he has held since the spring of 1957. Gregory is a 1929 Drexel Institute of Technology graduate. He joined the company the same year. It's been sales all the way, with assignments as manager of the Pittsburgh district, of district sales manager, and sales manager. He sees SABRE as beneficial to salesmen and executives, as well as customers.



At the half, the team from First Street in Los Angeles is leading again

Score at the half—Times leading by 7,143,761.

Once again—fifth year in a row, to be exact—the nation's official lineage scorekeeper, Media Records, shows the Los Angeles Times in first place among all U.S. newspapers in total advertising lineage for the first half of 1959.

Fact is, The Times scored so often in the first half this year, they've chalked up a 22% increase in lineage over last year's first place position.

And the records go deeper. The Times piled up the

biggest score in retail advertising over any other newspaper for the fifth consecutive year... gained more yardage in classified advertising for the seventh year... was second in financial advertising... third in general advertising... and *completely* out-ran all local competition.

Why not send your advertising dollars to join the rooting section of this power-house team from First Street in Los Angeles, home of The Times. The second half score may be even bigger.

First in the nation's No. 2 market

Los Angeles Times

Represented by Cresmer & Woodward, New York,
Chicago, Detroit, Atlanta and San Francisco

Sales Management September 18, 1959 113

Four Presidents Comment on Field Calls

"My field contacts are fairly extensive. Handling them is a matter of having known our customers over a long period of time, having something definite in mind to talk about."—Vincent C. Ziegler, Pres., Gillette Safety Razor Co.

"The calls I make are planned ahead of time with the salesman for the particular area involved. We naturally pick our important customers and distributors. The main purpose of the call is for me to get to know the customer, and to let him know we appreciate his business. These calls have the additional effect (and I think it is important) of letting our own salesmen know their customers are important to us at the factory. In all contacts with customers, I think it's important to emphasize that the salesman continues as the Number 1 representative of the company and should never be by-passed."—Steven P. J. Wood, Pres., Warner Electric Brake & Clutch Co.

"I do call on customers, generally with a salesman. The purpose of the call is to learn what the customer is thinking about, and what our company can do to be helpful. More frequently my calls are in the export field in countries where we have branch plants.

"I like to talk with engineers and development men, but if the customer is primarily interested in distribution, my conversation is slanted to sales and service. But I don't try to sell anything. That's the salesman's job. I have found that, if you know with whom you are doing business, and they know you, it is very helpful. I learn a lot that way."—S. T. Williams, Pres., Scovill Mfg. Co.

"I make it a practice to make a number of field calls each year. This practice is followed by all of the members of the top management of our company. One of the major reasons for my calls is to assure our customers and potential customers of the interest in and appreciation of the top management of our company for the business which they have given us. We also wish to demonstrate our concern that the customer be satisfied and give him a chance to express any dissatisfaction he may feel with our equipment and service.

"I also like to visit with our field forces on a periodic basis to learn firsthand of their problems and of their general attitudes. . . . I try to time my visits with the delivery of large installations in a given area, and then try to visit as many other customers and potential customers in that area as possible."—Raymond Koontz, Pres., Diebold, Inc.

understand why the salesman requests an interview for both himself and the Reliance executive. In other words, the customer must be Reliance-oriented.

The burden of arranging the interview is the salesman's. Also, he must conduct the meeting and set the tone for discussion.

"There's little use in placing the particular executive in the limelight," adds Geuder. "The salesman will be making future calls—He must be remembered and therefore must be the focal point of the meeting. He's the quarterback."

Several salesmen concluded at the start of the program that a meeting involving their executive people would, of necessity, have to be an elaborate affair. Experience has proved the opposite to be true. In fact, wherever possible, meetings are scheduled at times other than the lunch hour. "The result," says Geuder, "is greater emphasis on the reason for the meeting.

"Why do we insist on the salesman's taking the limelight? We want managers, people capable of running their own show, making decisions, telling us the way that a particular account is to be handled. And let me tell you, we really insist on this. If a man cannot do these things, he cannot sell Reliance products. SABRE gives him a helping hand.

"Our salesmen are engineers or highly trained men," says Geuder, "and they have all the responsibility for their customers. They are empowered to commit the company on the spot. They're so imbued with this idea of prime responsibility that, in many cases, customers jokingly refer to them as 'Mr. Reliance.' We like this because it is just what they are.

"To make this system profitable, you've got to be awfully customer-minded," he adds. "You've got to build what you sell rather than vice versa. If this is the case, then the operation is a natural for the SABRE program."

► Reliance executives recognize the fact that their professional salesman is doing a job that very few people can do. "He pre-sells highly technical equipment, then sells it, services it and continues to assist the customer long after the installation has been completed."

"We like to say that he stands naked before the customer as well as Reliance management. He is the man!"

"On the other hand," adds A. M. Cherry, Reliance's sales promotion manager, "stabbing our customers

CHICAGO	1230	1330	1430	1530	1630	1730	1830
MDW	230	430	530	630	730	830	930
MDW	MDW	MDW	MDW	MDW	MDW	MDW	MDW
CHICAGO - NEW YORK - NONSTOP							
	30	38	42	46	48	50	55
CHI LV	Ex Bat	MDW	Ex Bat	MDW	MDW	MDW	Ex Bat
MDW	830a	1015a	1150a	1300a	1400a	1500a	1630a
DT AR	1800a	1900a	2000a	2100a	2200a	2300a	2400a
NYC	EWB	LGA	LGA	LGA	EWB	LGA	EWB
NEW YORK - CLEVELAND							
	133	135	235	137	237	239	
NYC	Ex Bat	LGA	LGA	EWB	EWB	Ex Bat	
DT LV	800a	1100a	1300a	1500a	1600a	1700a	
DT AR	1800a	1900a	2000a	2100a	2200a	2300a	
CLE	CLE	CLE	CLE	CLE	CLE	CLE	
CLEVELAND - NEW YORK							
	132	232	130	130	234	236	
CLE	CLE	CLE	CLE	CLE	CLE	CLE	
DT LV	820a	1000a	1100a	1200a	1300a	1400a	
DT AR	1800a	1900a	2000a	2100a	2200a	2300a	
NYC	LGA	LGA	EWB	LGA	EWB	EWB	
1M-A							

3,239,600 jet-powered seats at her fingertips

Many airlines use jet-powered aircraft these days. Now Capital Airlines has combined America's largest jet-powered fleet with the world's most modern reservations system.

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Atlas Film Corporation

OAK PARK, ILL.
CHICAGO PHONE: AUSTIN 7-8620
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with SABRE too often can be painful. The salesman must pace himself accordingly in the use of his executive tool."

Geuder points to the fact that an interested salesman, concentrating his efforts on customer problems, can have a wonderful effect on a prospect. "One man said to us, 'This is the first time in 35 years that anyone asked me how I wanted to do business.' And as far as we're concerned, SABRE capitalizes on this good will."

Says Geuder, "It's really quite fundamental. Even Sales Management magazine shouted from the roof tops that everyone should stop crying about the '58 recession and get out and sell. If this is true, and we believe it is, then everyone should help the sales effort. What better way than SABRE? After all, everybody in our present Reliance top management was formerly a front-line salesman. Here is his chance to get back in harness in a really effective team effort."

General Sales Manager C. V. Gregory points to four obvious results:

"1. There is an unprecedented awareness on the part of prospects as well as established business, that Reliance is extremely customer-oriented. In practically every case, the customer has been impressed by a Reliance executive's interest in solving his problems.

"2. Our salesmen are now convinced of the terrific value and effect of executive performance.

"3. Our executives themselves point to the fact that in no other way can management remain so well informed re: field operations.

"4. By insisting that responsibility be in one place—on the salesman—we are able to quickly determine the value of a man.

"Each of our salesmen is thoroughly trained to begin with and receives periodic re-training," adds Gregory. "This responsibility makes a manager of each man—he recognizes his responsibility. We feel a man doing this job for us, has a tougher job than his boss."

With 300 salesmen working out of 55 district offices, SABRE keeps Reliance executives on the move.

"It works for us," says Geuder, "and I can see no reason why it would not work for just about any company, even in the consumer-product field, on the wholesale dealer level, of course.

"Most company executives can be real salesmen. It certainly makes all the sense in the world to bring this ability into play in the one area where it is desperately needed—selling the company's products!" ♦

It's a Trend: Top Executives Are Facing Customers Quite Frequently These Days

Sales Management asked the members of its Sales Leadership Panel three questions about the practices followed in their companies with respect to executive calls on customers and prospects. Here is a summary of the replies:

	Frequently	Occasionally	Almost Never
1. How often does your president call on customers and prospects?	25.8%	43.4%	30.8%
2. How often does your executive vice president or general manager call on customers and prospects?	41.9	37.2	20.9
3. How often do other company officers — (treasurer, plant manager, for example) call on customers and prospects?	13.2	47.1	39.7

THE HOUSTON POST
*continues
to be*
**HOUSTON'S
LARGEST DAILY
NEWSPAPER**
in total circulation

207,028* 215,350*


DAILY

SUNDAY

LOOK AT THE LAST QUARTER		
Averages by Quarters*	The Houston Post Monday through Saturday	The Houston Chronicle Monday through Friday
October 1 through December 31, 1958	206,693	201,550
January 1 through March 31, 1959	207,371	198,758

*For basis of comparison, see A.B.C. Publisher's Statements for 6 months period ending March 31, 1959.

THE HOUSTON POST

Member 

W. P. Hobby, Chairman of the Board Oveta Culp Hobby, President
Represented Nationally by Moloney, Regan & Schmitt

\$50,000 FOR RIGHT MAN

Old established manufacturer (1929), top D & B, opening Distributor offices in your area. Average earnings exceed 15.4% NET PROFITS on sales volume in present locations producing Annual Profits \$45,000 to \$75,000. Executive sales management, supervision and training of 5 to 10 Dealers and their salesmen in direct-to-consumer merchandising program required. Full factory product training available. All modern sales tools, full cooperation of national organization. Nationally Advertised—TV, Newspapers, Magazines. NO COST for EXCLUSIVE franchise. \$15,000 to \$25,000 working capital required, you retain possession . . . control business.

Write — Dept. SM., P.O. Box 769
Santa Monica, California

what price for a life?

There can be no price tag on a human life. Yet the dollars you give to conquer cancer may help save not one, but a thousand lives. Cancer threatens all of us. Give generously.

Guard your family—
fight cancer with a
checkup and a check

AMERICAN CANCER SOCIETY



STAR ATTRACTION at U.S. exhibit in Moscow was frozen food demonstration. Here, Charles G. Mortimer, president, General Foods Co., looks in, answers questions.

Two Generals in Moscow:

Interest High, But Sales Nil

Two of the most successful marketers in the U.S. recently spent 42 days showing off some of their products to 50,000 persons a day . . . yet never made a sale. In fact, they couldn't even give their wares away.

The companies: General Foods Corp. and General Mills, Inc. The place: Moscow. The occasion: The American National Exhibition. The reason: U.S. State Department wanted the Soviets to see typical American convenience foods. The rules: No products for sale; no samples for free.

Muscovites flocked around the food demonstration booths to see Birds Eye frozen vegetables, fruits, juices and dinners, and Betty Crocker cake, dessert and frosting mixes being continually whipped up under the direction of home economists. The two companies were not permitted to pass out samples of the foods they prepared, but they could give them to a snack shop for sales on the grounds.

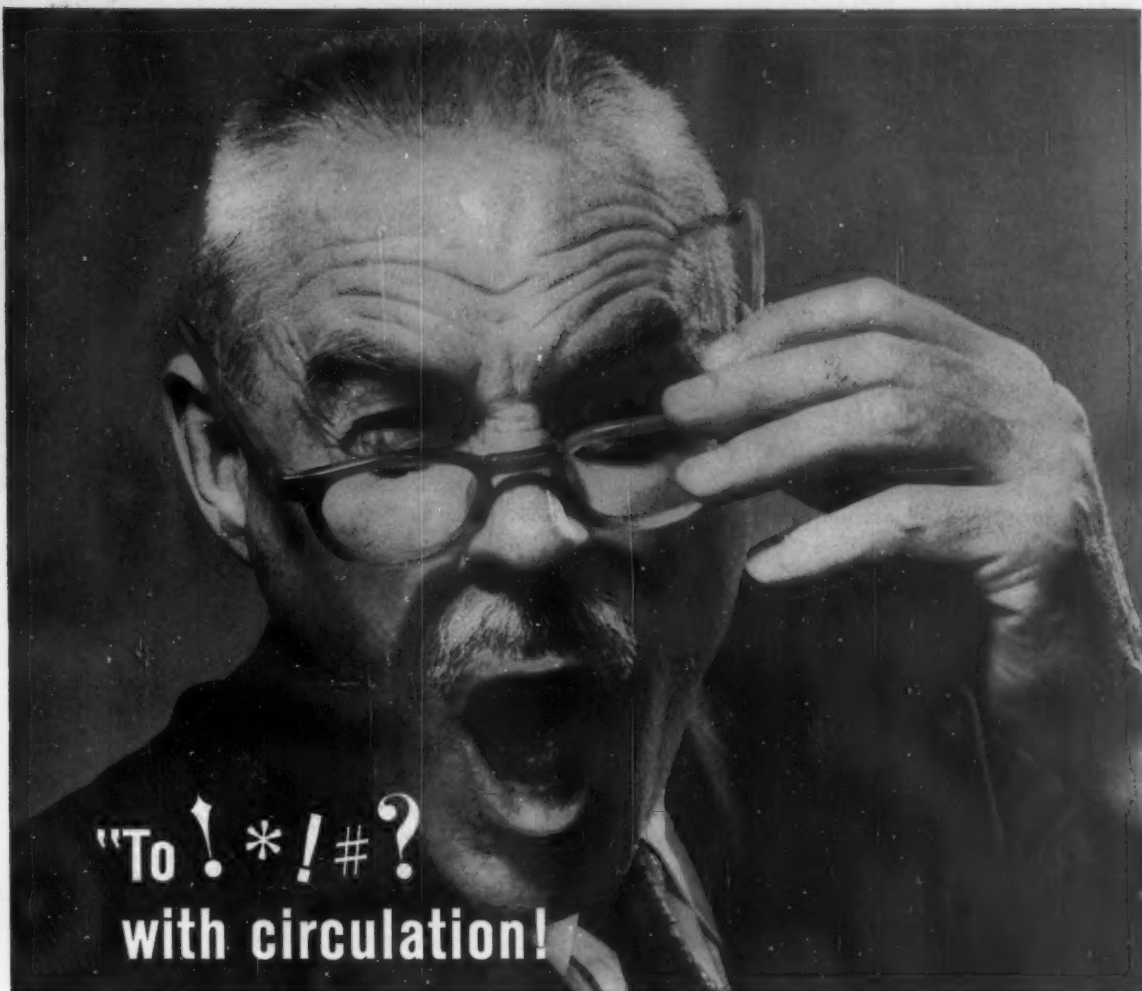
Moscow's TV viewers were also able to tune in on food demonstrations by Birds Eye's home economist, Barbara Sampson, and Betty Crocker's Marylee Duehring.

To help explain their products,

many exhibitors at the fair distributed literature. Birds Eye's hand-out was a pamphlet telling, in Russian, how foods are quick-frozen and the part played by frozen foods in American life.

To answer the many questions, Miss Sampson familiarized her interpreters with these facts: The foods shown were typical everyday fare in the U.S.; Birds Eye, pioneer of frozen foods 30 years ago, now has 1,600 competitors; five out of seven food stores sell frozen foods; the average factory worker earns enough in 5½ minutes to pay for a package of frozen peas.

Visitors showed greatest interest, said Miss Sampson, in pre-cooked dinners. They asked the price, not of the dinner served at home, but at a restaurant. "So, we quoted cafeteria, simple restaurant and more elaborate restaurant prices, trying to get across that in a restaurant there would be bread and butter, a beverage and dessert. They believe the price of the dinner is very reasonable." Other foods which attracted special attention were frozen melon balls, asparagus, broccoli and lima beans. ♦



I want to know the readeration"

The man knows that circulation can only take a magazine to a purchasing agent's office. It's what happens after it gets there that counts.

Advertisers and ad agencies have put much time and effort into finding out what happens when a magazine like PURCHASING reaches the desks of industrial buyers.

One approach, editorial analysis, evaluates publications in terms of their helpfulness and usefulness to readers. On this score PURCHASING Magazine is tops.

Another approach measures the amount of time purchasing agents spend with an average issue. Independent studies show that PURCHASING Magazine outstrips its field by far.

A third technique is based on reader preference

studies. We never make these studies ourselves. But PURCHASING Magazine comes out on top in every independent survey we've ever heard about, and we've seen a lot of them. Even surveys that include executives other than purchasing agents show that PURCHASING ranks at or near the top among *all* business publications.

If you're looking for "readeration" that sparks reader-action from your advertising, look over the evidence. Our nearest representative has it ready for you.

PURCHASING MAGAZINE DPA

A CONOVER-MAST PUBLICATION

NBP

the news and methods magazine for industrial buyers
205 East 42nd Street, New York 17, New York

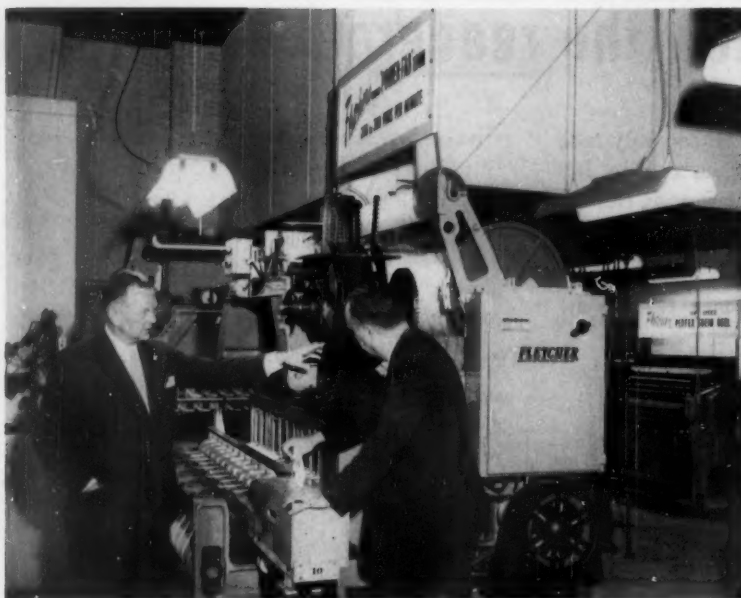
Sales Management September 18, 1959 119



JUST LIKE AUTOS, Fletcher's industrial centrifugal machines are "taken for a test spin" by customers in this showroom.

If It Works in One Field, Why Not...

Just because it's never been done before in your industry . . . E. T. Taws, Fletcher Works' president, is an old hand at adapting other fields' merchandising tricks. Amazingly, what sells cars, sells textile equipment — record-breaking sales prove it.



PROSPECT TRIES A LOOM in the showroom while Fletcher President Edward Taws points out the features. For heavy equipment, the loom is easily demonstrated.

What happens when you discard the traditional selling methods of your industry and borrow the merchandising methods of another?

Edward T. Taws, president of Fletcher Works, Philadelphia, has tried it three times in three years, and he'll tell you it works wonders in getting a company out of the red.

"First," he says, "you have to listen to the variations of 'it can't be done because it's never been done before' from the old hands in the sales department. But once the orders start pouring in," he adds, "they get the message and cooperate to the hilt."

Fletcher Works produces heavy equipment. The firm has been doing so for well over a century. One division makes centrifugals for the chemical and food processing industry. Another division makes narrow fabric looms and a third makes throwing and winding equipment for the textile industry.

Early in 1956, Taws, then president of his own ribbon manufacturing firm, called at the Fletcher Works



which of your sales points has the greatest appeal?

Knowing, for sure, can get you more business out of every dollar you spend for advertising.

Today there is a new and inexpensive way to identify and clarify your best sales appeals. It is a highly specialized type of personal sales investigation which we have developed over a period of many years.

We call it "Ditch-Digging" research. It digs into the interests and informational needs of your potential customers. Since our investigators do not identify themselves with our client, they can get the client's prospects to talk about things they normally wouldn't tell his salesmen.

All of our trained investigators have had successful sales experience. They conduct each interview with an astute "sales sense" that smokes out the true picture of your best sales approaches.

This, inevitably, reduces the guesswork and improves advertising effectiveness.

The Schuyler Hopper Co., Sales Investigation • Sales Promotion • Advertising

Twelve East Forty-first Street, New York 17, N.Y. • LE 2-3135

Sales Management September 18, 1959 121



- New Equipment Digest has an outstanding record of growth in acceptance and reader action. The average number of sales leads per page is now at an all-time high!

That's why your advertising in N.E.D. is the fastest, most economical way to:

1. Search for new applications for your products.
2. Contact new buying influences.
3. Find important new customers in any industry.
4. Maintain coverage of present customers and prospects in all industrial markets.

N.E.D. helps you accomplish all these important marketing objectives by reaching industry's most active buying group . . . when they're **READY TO BUY**.



A **PENTON** Publication, Penton Bldg., Cleveland 13, Ohio

NEW EDITORIAL STUDY

An up-to-the-minute picture of industry's most active buying group. Helpful information for all industrial advertisers, including latest data on N.E.D. market coverage, readership and advertising results. Write or call for your copy.



NOW OVER 84,500 COPIES (Total Distribution) IN OVER 44,000 INDUSTRIAL PLANTS

COMING SOON

How Five Big Advertisers Use Split-Runs

What are the big benefits split-run advertising is bringing to:

General Mills?

Philco Corp.?

Doubleday & Co.?

Deere & Co.?

Northern Paper Mills?

Sales Management

to find out why delivery of looms he'd ordered was taking so long. When he learned that the company was losing money, he purchased the firm and its 200,000-square-foot plant on the spot (the sale was closed in 24 hours).

He was soon to learn that what he bought was a corporate shell. The giant plant was down to a few days a week in production, mostly of replacement parts.

The sales methods were moss-covered with the traditions of heavy equipment industry: Mailings showed photos of the machines for sale; brochures, with fine printed specification tables, were available; salesmen made friendly calls in the field, but business was not forthcoming.

Then one afternoon, while out buying a new car, the idea struck him—here was a showroom with actual models of autos. You could test-drive any one of them by merely expressing the desire. If this worked with retail merchandise, why not with industrial equipment?

Taws is the first to admit that the problem was bigger than it looked at first. The plant had to be rearranged. New "walk-in" space had to be made available. Carpenters and painters were called in and in a matter of weeks the idea began to take form.

► Meanwhile, Taws completely realigned the engineering department. Every machine had to be updated with new, labor-saving devices and systems worked out to cut production costs.

Two separate showrooms were planned. One for the centrifugals and the other for textile equipment.

In the space of two months the first showroom, displaying the centrifugals, was ready. The finishing touch was to re-do the walls in bright colors in order to set off each machine to its best advantage. Each machine was put in good working order so that a customer could press a button, start it and see it in operation.

Then came the matter of telling the trade. Taws sent out thousands of invitations to prospects, inviting them to the Fletcher Open House.

For a complete "sell" of the Fletcher Works, after prospects had seen the machines and enjoyed the hors d'oeuvres and highballs, a plant tour was available for those who wanted to take it.

The problem here, however, was that the "it can't be done" attitude of the sales organization had sifted down to the mechanical departments. To overcome this potential hazard,

COMING THIS FALL...



**UNITED AIR LINES BRINGS YOU
THE WORLD'S NEWEST AND FINEST JET,
THE DC-8 JET MAINLINER**



THE FAMOUS RED CARPET* ROOM on United Air Lines new DC-8 runs the full width of the cabin—offers the relaxed comfort of a living room aloft. You'll find it a favorite gathering spot for jet age travelers.



COMFORT-CONTROL SEATS—lean back and your light leans with you. Cooling, ventilation, call button at your finger tips.

Newest, biggest, roomiest, quietest of all the jets. This is United Air Lines new DC-8 Jet Mainliner. Bigger than any other jet now flying or being built . . . roomier than any other jet with special comfort control seats . . . quieter than any other jet thanks to special soundproofing inside and out. United Air Lines took extra care to make this the

best jet service for you—First Class or Custom Coach. Make your reservations now coast-to-coast. Call your travel agent or United Air Lines.

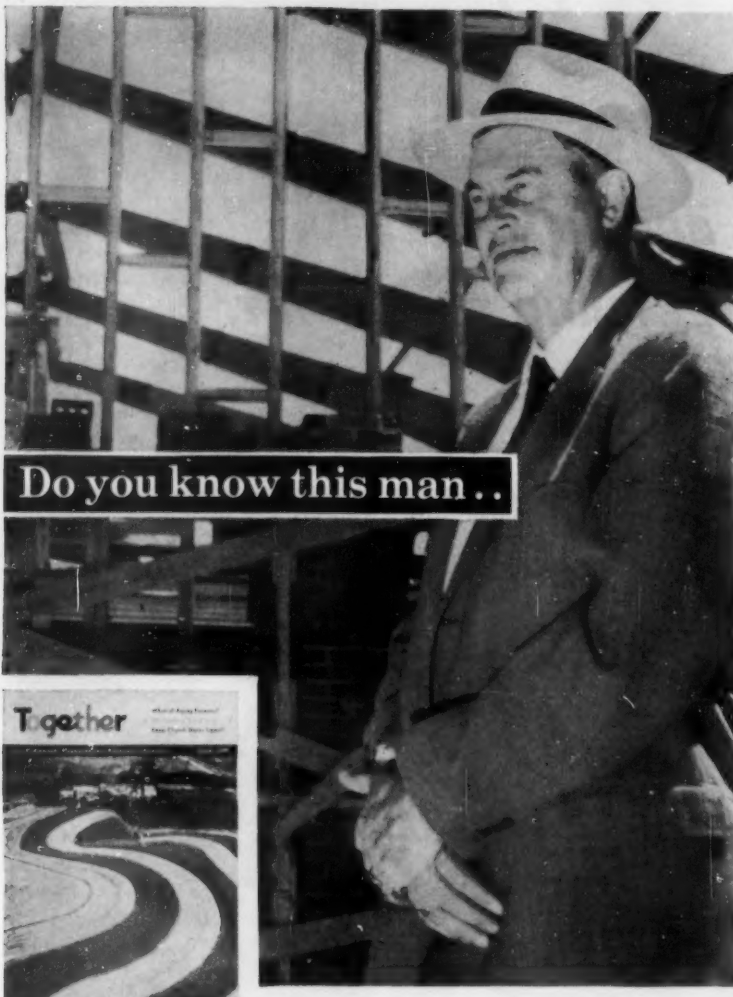


JET MAINLINER, BY DOUGLAS

*Red Carpet is a service mark owned and used by United Air Lines, Inc.

EXTRA CARE HAS MADE IT THE BEST OF THE JETS

Sales Management September 18, 1959 123



Do you know this man...

An executive of five companies, an officer of four fraternal organizations, and president of his Chamber of Commerce, R. Clem Knecht, by every measurement, is a leading citizen of South Dakota's famed Black Hills. In addition to his business and civic activities in his home town of Rapid City, he is an avid fisherman and golfer—and chairman of the building committee of his church. While not all of

TOGETHER's 900,000 reader families are able to serve their communities as extensively as Mr. Knecht's, most have a special bent for leadership in church and civic affairs. Like Mr. Knecht, they are mighty important people to reach with your product story. One way to be certain of reaching them is with your advertising in TOGETHER magazine.



Together

The Midmonth Magazine for Methodist Families
740 NORTH RUSH STREET • CHICAGO 11, ILLINOIS

COMING SOON

Future Sales Ratings Board

Predictions for the Fourth Quarter

Sales Management

Taws held a beer and pretzel party for the plant workers, explaining that the whole effort was being made to protect the jobs of the old hands, and make new jobs for others. The workers were completely cooperative the next day.

More than a thousand persons attended the open house for the centrifugal division and a month later the crowd was just as large at the open house held for textile prospects.

The project worked. Prospective buyers knew they could walk in, look at a machine, test it and measure its speed and efficiency. Brochures and specification sheets were available, as in the past, but the novel addition of a retail type of merchandising gave the machines the see-touch-test reality that hastened the close of the sale.

The showrooms, since referred to as the Fletcher Permanent Exhibit, have two to ten prospects weekly who come to "test-drive" the heavy equipment.

"If we had stopped there," Taws reports, "we would have a good sales picture today because the showroom put us into the black and we've stayed there. However, I kept looking over retail selling methods and decided to use others that could be applied to our business.

"Sampling was the next one we used. It shot sales even higher," he says.

► Here again the problem was how to adapt sampling to heavy equipment. Fletcher invites the prospect, a chemical-processing engineer, for example, to send a sample of the compound he wants separated. Fletcher engineers then put it in a centrifugal, and return the components to the prospect with a report on the machine used and such other details as rpm's.

The latest idea adopted by Fletcher came from a hardware store. Taws explains that he went to purchase a new lawn mower, but confusion over the right size, the make and the advantages of the rotor type versus the blade type delayed the purchase. The clerk suggested that he rent one and, if satisfied, apply the rent to the sale price.

That brought about the present Fletcher "Try-Buy Plan"—the name for the rental method—with terms exactly as offered over the retail hardware counter.

Does adopting retail methods work?

Taws points to current Fletcher sales figures, highest in the company's history—with the biggest backlog of orders on hand, and growing larger each month. ♦

THIS AD

ran in full color in The New York Times Magazine on Sunday, January 11. It featured a \$17.95 Sacony dress and listed Lord & Taylor stores carrying the dress. Within four days this ad had

PRODUCED THIS RESULT

"By 3 P.M. Monday, Lord & Taylor had a complete sell-out," says Herb J. Goldstein, Sacony's advertising-promotion director. "Consumer mail orders began to pour in to us directly, with money enclosed . . . no indication this response will start falling off." Here is another example of why today, as always, it pays to advertise

IN THE NEW YORK TIMES

**First in advertising in the world's
first market**



Where in the world is she? She's in Sacony's classic Ciella

No matter where she travels this spring, the dress she'll wear most often (the very best one in her closet) will be this. It's a heavenly, irrefutable, unarguable jersey of cool, smooth Crisane Arnel®. Can be washed, dried, and ready to wear in one hour. The big heart-tooth checks in navy-and-white, brown-and-white and turquoise-and-white. Men's and ladies sizes. S. Associates & Co., Inc., 1405 Broadway, New York 19, N. Y.

[illegible]

SACONY

Why Walworth Talks So Much



By HARRY WOODWARD
Human Interest Editor

"Let's face it, the object of our Speakers Bureau is to sell valves. It's that simple."

The candid gentleman speaking is S. A. Lewis, one of Walworth Company's bright young men who are revitalizing the 117-year-old firm that is among the biggest of the country's 50-odd valve manufacturers. Lewis is manager, technical sales service, an arm of the company's Sales Dept. (See SM, Aug. 7, p. 37.)

He's a prime mover in the three-month-old Speakers Bureau, which Walworth put into operation after six months of planning. The bureau offers the services of Walworth's technical staff—a dozen or so men qualified to talk in their particular field. The men all are employees of Walworth. Some are from the general offices in New York, some are from the Research Dept. in Massachusetts. They speak to assorted groups, who've requested a demonstration talk, on subjects as esoteric as photoelasticity (to air conditioning contractors), all

the way down to basics for engineers who merely want to know how valves function in complicated new machinery.

"We make no mention of the company," says Lewis, who, himself, does some of the speaking. "But the valves we use for the talks are Walworth valves." Recently Lewis spoke to a group of G-E maintenance men on the care and maintenance of bronze valves. "The audience got needed information and money-saving tips. Walworth got increased prestige."

The company carefully screens requests to its Speakers Bureau. Lewis is quick to point out that the company can't waste valuable man-hours of expensive employee time unless the audience meets certain requirements.

But the bureau answers requests from four sources: educational institutions of all types; trade associations and conventions of contractors, etc.; technical societies, and consumer groups. Big gas companies within a radius of 50 miles of New York, for

instance, recently sent their engineers to a Walworth symposium on valves. In Detroit a utility company sent 60 men, maintenance people, purchasing agents, layout and procurement men and specification writers to another symposium. Walworth gave them a one-day session on plug valves, what they are, why they are, and how they function.

Lewis is constantly surprised at the lack of working knowledge of valves by men who use valves every day.

And to these people he and others in the Speakers Bureau give a fast run-down on valves and how they've developed. Even engineers are sometimes amazed to learn that a single valve can cost as much as \$5,000. The layman is staggered to learn that malfunction of a single, important (and expensive) valve can mean that a whole section of a city could be without gas for days.

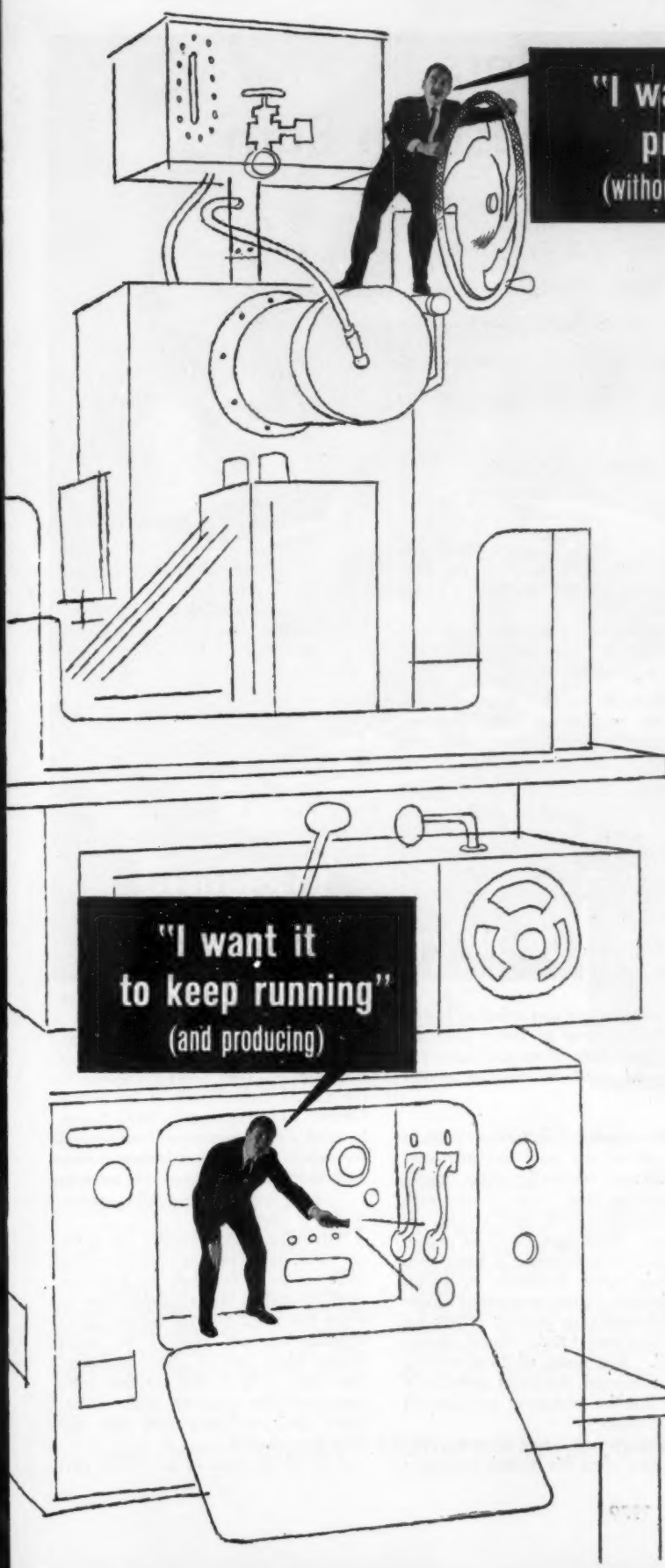
"The data we use could be used by most of our competitors," says Lewis. "But because we are the only ones who are using such data in this educational way we're hopeful of developing in the minds of our prospective customers the feeling that 'Those Walworth people care; they must make good valves.'"

► Doesn't the chore of making speeches become burdensome to the men responsible for carrying on the work of the Speakers Bureau? So far, no. The program is accelerating, however. And Walworth is training its own distributors' salesmen to handle many of the speaking engagements. The Cleveland distributors are sending in all of their salesmen to a symposium at which they'll learn the fundamentals of valve operations. The more articulate of these salesmen will be used where speeches of a non-technical nature are required.

Factory schools have been instituted, too. Here the salesmen are given three-day sessions with actual sales situations calling for a broad knowledge of valves. The men are required to assemble and take apart valves, so they will know how they are made and how they operate. Walworth keeps these sessions small—15 or 20 men. And it mixes up older salesmen with trainees to get a heterogeneous blend.

The bureau is a selfish project. Its object is to make Walworth the best-known name in valves and to create new sales. So far it has been a success. After a speech by a member of the technical staff there are, invariably, requests for transcripts from engineering journals.

"And that," says Lewis, "is the tip-off that we're on the right track." ♦



**"I want it to
produce"**
(without shutdowns)

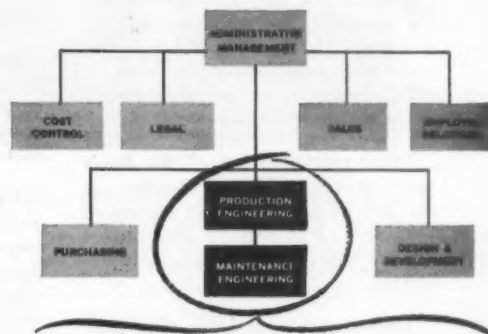
**"I want it
to keep running"**
(and producing)

High productivity...low cost maintenance ...these are the mutual interests of men in charge of production and maintenance engineering. They cannot be separated. This vital area of dual responsibility is served *only by Mill & Factory!*

Good production cannot outweigh costly maintenance. Low cost maintenance cannot outweigh poor production.

There are a number of broad, all-industry publications. But only one — only **MILL & FACTORY**—recognizes the common information needs of the production/maintenance engineering function. Editorial research proves that this mutual interest can only be properly served by a single publication.

These men in charge of production/maintenance engineering are the men who weigh your product in relation to their two biggest every-day problems—efficient production ... low cost maintenance.



Mill & Factory is the only single publication edited 100% for the men known to be directly responsible for the methods, equipment and supplies used in Production and Maintenance.

Mill & Factory NEE
DRA

205 East 42nd Street, New York 17, N. Y.
a Conover-Mast publication

Collection Letters That Make Salesmen Burn

All it takes is one of these lulus from your credit department to send your best customer raging off to the competition and make your browbeaten salesman a candidate for a Justifiable Homicide charge.

By RICHARD H. MORRIS
R. H. Morris Associates

"Pay now or you are doomed!" said a collection letter going out from one of the most reputable mail order houses in the country.

A bit strong, you think, yet such masterful mishandling of an important customer contact is not the unique talent of that one company. For instance, the following reminder was sent by the Credit Department of a large Connecticut firm, dunning a bank—one of New York's largest banks at that:

It has just come to our attention that our invoice #164789 for the amount of \$14,894.99 has not been paid. You of course realize that this indebtedness has run beyond our regular terms.

Perhaps it would be more convenient for you to pay us in monthly installments. If so, we will be glad to make such arrangements for you. A self-addressed envelope is enclosed for your convenience.

"That particular letter," the firm's sales director told me, "landed on the desk of one of the top officers of the bank. Just look at the answer we received . . . which we richly deserved."

Upon receiving a letter from your Credit Department questioning this bank's ability to meet its obligations when due, my first impulse was to replace all of your equipment we have been using for years. If you care to refer to your records, I believe you will find that our purchases with your company have amounted to well over three hundred thousand dollars.

If you will take the time to check

with your Sales Department, which should have been done in the first place, they will tell you there are still more adjustments to be made on your new installations. Therefore, both your invoice and letter, to put it mildly, are rather premature.

It seems to me that your salesmen work too hard to risk losing business by the tactlessness of your credit personnel.

P.S. If you haven't seen our financial statement yet, I will be glad to send you a copy. Perhaps that will reassure your people in the Credit Department that it is not necessary for this bank to buy anything on a time payment basis.

And in editing some carbons recently, we ran across this:

Six months ago you asked us for an extension of time to bring your account up-to-date. Now you have the nerve and crust to make a similar request.

Unfortunately, collection letters and notices are not the only correspondence emanating from credit departments that raise havoc with company good will, and create unnecessary handicaps for field representatives to overcome. I have seen hundreds upon hundreds of blunt, undiplomatic letters requesting financial statements, or passing orders for credit that would make almost anyone see red. And many of those turning down unearned discounts practically imply that the customers are chiselers or dead-beats.

If the average sales director only knew how often his branch managers

and salesmen were obliged to take time out to smooth ruffled feathers and actually save future business because of some asinine credit and collection letters, they would probably blow their tops. Here is a good example of this:

A friend of mine, eastern sales manager for a well-known food organization, had called in his men from all of the coastal cities for a 4-day sales conference. Right in the middle of it he received an urgent request from one of his company's largest customers to come and see them at once. He left his men practically idle for a complete day while he drove over to a nearby city where this concern was located. When he arrived, he found the manager of Accounts Payable fuming. It seems that this organization had been billed three times for the same merchandise . . . which had been paid for long ago. In tracing the error, he found that it was due to a new, young employee in the Credit Department of his Home Office. In recounting the story to me, he said, "That boner cost me several thousand dollars in salesmen's time . . . completely disrupted our meeting . . . and placed me in a silly position with our customer."

Now please don't think I am down on credit managers or those working under them. I certainly am not. For unquestionably, these people have to write the most difficult letters in an organization, yet receive the most blame when one of them backfires. The pity of it is that so few sales managers take pains to really understand their problems and offer the help they should.

First of all, most of the credit per-

Kodak
TRADE MARK

15 miles of
16 mm. movies every week
...and never an inch
of trouble!

If you use 16mm sound films in your business, you can profit from the experience of this outstanding TV station

Station WBTV, Charlotte, N. C., previews 75,000 feet of film each week using Kodak Pageant 16mm Sound Projectors.

They report: "The quality of sound and pictures, plus the lack of trouble, is amazing. We particularly appreciate the quietness and simplicity of the Pageant working mechanism. Using our Pageant Projector, we now get a true quality

check for sound films, *before* putting them on the air."

Where you fit in

Whatever you're using 16mm movies for—training, sales promotion, public relations—you can get the same professional performance with a Pageant Projector.

Your pictures will be sparkling and filled with detail, even in hard-to-darken rooms. Sound is balanced and clear. And because every Pageant is

permanently lubricated, your projector is *always* ready to go on with the show.

With printed film path, folding reel arms, and attached power belt and cord, you'll find the *portable* Pageant easy to set up and use anywhere.

Why settle for less?

Get the most from your investment in films and audiences—with a Kodak Pageant Projector. Any Kodak Audio-Visual Dealer will provide details and a demonstration. Or write to:

Kodak Pageant Projector

EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.



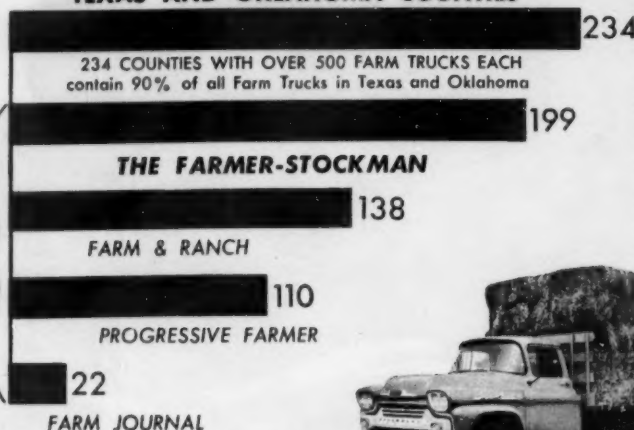
GREATEST COVERAGE

Where Farm Trucks Count Most...

NO. 6
OF A SERIES

TEXAS AND OKLAHOMA COUNTIES

NUMBER OF
COUNTIES
IN WHICH
PUBLICA-
TIONS HAVE
OVER 75%
COVERAGE
OF FARMS...



Send for similar data on other farm equipment
livestock, crops, irrigation and farm income.

436,476

paid subscribers,

The Farmer-Stockman

OKLAHOMA CITY • DALLAS

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400 N. Michigan Avenue
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4321 N. Central Expressway
Dallas 5, Lakeside 1-3121

420 Lexington Avenue
New York 17, Murray Hill 4-3340

300 N. Broadway
Oklahoma City 1, Central 2-3311



TEXAS AND OKLAHOMA comprise the greatest area for farm trucks in the nation. Texas alone has 50% more farm trucks than California, the second state in rank. Oklahoma is 8th in rank, with 2,000 more farm trucks than Iowa. Texas and Oklahoma combined have more farm trucks than California and Kansas, the next best states, combined.

THE FARMER-STOCKMAN gives the best possible farm coverage in Texas and Oklahoma.

sonnel are pretty factually minded by trade. They seldom have the sales and merchandising training and experience of the salesmen. Therefore, they do not always know how to handle customers tactfully under a wide variety of circumstances.

Secondly, a high percentage of their daily correspondence is on touchy situations, such as a person's or company's finances, credit standing, and sometimes their actual honesty. It is little wonder that in an effort to "save face," many delinquent accounts scream to high heaven when pressed for the payment of a long overdue balance. That is, unless real finesse is used.

Thirdly, while you undoubtedly furnish your salesmen with every possible sales tool to work with, most credit people are left almost on their own when it comes to handling their daily correspondence. When new employes join a staff, they are usually given their predecessors' letters to study. As a result, they pick up a lot of old, faulty habits they never knew existed, and add a few of their own to boot. Or, they are handed a bunch of form or guide letters to use that

went out with celluloid collars.

"But what can I do about it?" you ask. "I certainly do not want to encroach on the responsibilities of our credit manager."

Let's say you want to do it on a company basis. Here are some definite steps you can take to prevent poor, ill-advised credit and collection letters from interfering with your selling efforts:

1. Have someone from your advertising or promotion department go over all the form and guide letters your credit people are now using. If necessary, have them rewritten in a modern, appealing style . . . without any stereotyped or objectionable phraseology. Make them a real sales medium—not just a series of "Bed Bug Letters."
2. Let some capable person in your sales department every now and then edit carbons of some of the letters your credit people write. See if the right letters are going to the right customers, and if all of them are receiving fair and courteous treatment.

3. If feasible, allow your credit correspondents to meet the accounts they handle whenever any of their people visit your office. In this way they will become better acquainted, and know how to approach them more effectively in their letters.

4. And this is the most important one of all. Take half an hour out every few months and hold a get-together with your credit personnel. Explain the facts of life to them . . . how every letter they write makes an impression for or against you—and can either help or hinder your sales force. I know of at least a dozen sales executives who follow this practice with the most gratifying results.

You wouldn't dream of sending out salesmen who were shabbily dressed . . . murdered the King's English . . . and irritated customers and prospects. Then why tolerate credit and collection letters that have the very same weaknesses? For they, too, can do untold harm in creating unpleasant and costly situations for you and your sales force. ♦

grow with OKLAHOMA!



Retail sales increase \$151,235,000 in Oklahoma in first half of 1959

Oklahoma in 1958 was an inland island of prosperity by showing continual sales gains while much of the nation was lagging.

Now, on top of last year's gains, Oklahoma again is piling up increases in 1959. Total retail sales in the state during the first six months of the year were \$1,159,506,000, an increase of \$151,235,000 or 16.6% over the corresponding period of 1958.

Construction, too, is soaring in Oklahoma, led by residential building nearly three times as great as the record-breaking total for the first six

months of 1958.

The Daily Oklahoman and Oklahoma City Times give you growing coverage of this fast-moving market with a daily combined circulation equal to 54.1% of the households in its prime 58-county marketing area where 68% of the state's retail sales are made. Sunday circulation covers 47.4% of the households in the same area.

To find income, go where income is. Get growth in your sales — with a solid selling campaign in The Daily Oklahoman and Oklahoma City Times.

Write for Oklahoma Market Data book

R. O. P. COLOR

More than a quarter of a century of experience and leadership in finest of quality color reproduction. Already equipped with the most complete and up-to-date R.O.P. color facilities, the Oklahoma City Times were first in the country to purchase the new Hoe Colomatic presses, 8 units to be installed in latter 1959.

OKLAHOMA STATE WIDE GROWTH RECORD!

Total Retail Sales	UP 16.6%
General Business	UP 17.9%
Residential Building	UP 293.6%
Manufacturing Building	UP 104.4%
Construction	UP 60.8%
Food Sales	UP 16%
Drug Sales	UP 12.6%
Furniture Sales	UP 13.8%
Building Material Sales	UP 75.2%
Household Appliances Sales	UP 15.4%
Motor Vehicle Sales	UP 8.3%*
Industrial Production	UP 11%
Agricultural Production	UP 15.5%

*In Oklahoma City, new car sales were up 52.3% in this same period.

SOURCE: Bureau of Business Research, University of Oklahoma

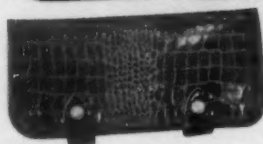
THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Published by The Oklahoma Publishing Company

Represented by The Katz Agency

Sales Management September 18, 1959 131

MAN... what a BUSINESS GIFT ... and PREMIUM, too!



Snap
Button Kit
OPEN
9 1/4" x 9"
CLOSED
4 3/4" x 9"

First time offered! . . .
The Two Most Unusual
Tools ever made. . . .
NEW, PATENTED
TOOLS in sturdy Alliga-
tor-vinyl "Pocket Kit"
with "Gift-Instruction
Card" inside, under trans-
parent cover! 1) Fleet
COMPOUND LEVER-
AGE PLIER has Revolution-
ary Design which
MULTIPLIES GRIP-
PING PRESSURE 10
TIMES. . . and 2) Fleet
"CLIK STOP ADJUST-
ABLE WRENCH has exclusive
AUTOMATIC-LOCKING JAW
which holds precise opening size.
Positively cannot slip!

Superbly Impressive for Busi-
ness and Industrial Gifts—also
Dealer Premiums, Traffic Build-

ers, Prizes, Coupon Plans, Incentives, etc. Tools are American Made, top-
quality Precision Alloy, sparkling Chrome Plated, Factory Guaranteed. PRICED
SURPRISINGLY LOW to fit your budget. Every man wants one! Get details
today.

Write



PENENS TOOL CORP.

Schiller Park, Ill.

"OVER FIFTY YEARS LEADERSHIP IN FINE TOOL ENGINEERING"

In the Public School Market It's the "WHO-MANY" Readers Who Do the Important Buying



"How Many" and "Who Many" aren't the same thing.
"Who Many" readers means those with the most buying
power in the larger school districts . . . those covered by
The American School Board Journal.



- ASBJ delivers coverage in depth where the most dollars are spent . . . reaching an average of 9 top people in each of top 50 school districts, heart of the public school market.
- ASBJ is tops in ABC circulation, goes to 41.6% more influential readers than the No. 2 publication . . . enjoys a 89.56% renewal rate.

Plan for 1960
with your
nearest ASBJ
representative:

New York (7): Jack Faber or Frank J. Fleming, 233 Broadway
— WOrth 4-4071
Chicago (6): James T. Callen or Thomas A. Barron, 20 N.
Wacker Dr. — STate 2-7271
Milwaukee (1): Vincent C. Geisheker, 400 N. Broadway —
BRoadway 1-9700
Miami (32): J. Bernard Cashion, Chamber of Commerce
Bldg. — FRanklin 1-9941

The American School Board Journal

Is There a Hole in Your Corporate Image?

(continued from page 35)

cifics as plant-town relations, package design, pricing policies, advertising — the works!

Once having gained internal agree-
ment on your desired profile, your
next step is to determine what your
public thinks of you.

This can be just about as long and
expensive a procedure as you want
to make it, depending on your size
and the extent of your markets.

But there are at least a dozen out-
standing research organizations will-
ing to tailor the study to your needs
and budget; people who will sit down
with you and map out the project
painstakingly. When you've chosen a
researcher, it's most important that
you resolve to live with the findings
— no matter how uncomplimentary
they may be.

This study will point up the critical
gap between what you want to be
and what people think you are. Some-
times, the two are closer than anyone
has suspected. But more often, there
is a chasm instead of a simple gap.

You may find that you are a "mas-
culine" personality instead of femi-
nine, as you'd believed. (Remember
what Marlboro Cigarettes did with a
change of sex?) Worse yet, you may
turn out to be neuter! You may find
yourself "more expensive" than equal-
ly priced competitive products. Or,
you might carry a harmful "eastern"
or "western" stamp — or be a "poor
outfit to work for." You might even
find that you went out of business
years ago!

Remembering the telephone story
again, take your weak points and cor-
rect them. Set your own house com-
pletely in order. And far from limit-
ing this effort to the members of the
board, make it a company-wide proj-
ect. Assign specific programs to mid-
dle and lower management. The
deeper the sense of participation, the
more effective the end result. Too,
resign yourself to the fact that this
can't be accomplished overnight.

Then, when you're as good as you
can get, hand the ball to your adver-
tising and public relations men, your
engineers and labor relations staff,
your designers and sales force, your
truck drivers and elevator operators.

In starting to build (or rebuild) a
Corporate Image, you'll have launched
something that will serve you power-
fully as long as you live up to it.
You won't appreciate just how power-
ful this new Image of yours is until
you fail to live up to it! ♦

Think **BIG** when you think of **PHOENIX**



Chloe Selina, Hopi basket maker, examines one of the world's largest Apache woven baskets. Courtesy McCormick Collection.

In seven years: Phoenix city population has **tripled** to 357,000; food sales more than **doubled** to \$179,454,000; buying income **up 94%** to \$935,676,000. Here is buying power . . . big buying power! And you can penetrate it with low-cost, one-medium coverage that daily reaches **91.6%** of this great and growing market. Plus **63.4%** state coverage. Buy the **one** medium that really does the job!

(Source: Sales Management Survey and Phoenix City Manager's Office.)

Write, wire or phone Chas. E. Treat,
National Advertising Manager, Box 1950,
Phoenix, Arizona. ALpine 8-8811.



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Represented nationally by Kelly-Smith Co.

Need commission salesmen?

To sell your products or to solicit contract work. We have them for you—32,000 proven commission sales agents. Albee-Campbell, Inc.—National Clearing House for Manufacturers agents. New Canaan, Conn. Tel WOODward 6-4233.

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COMING SOON

How Five Big Advertisers

Use Split-Runs

What are the big benefits
split-run advertising is bring-
ing to:

General Mills?

Doubleday & Co.?

Philco Corp.?

Deere & Co.?

Northern Paper Mills?

Sales Management

EXECUTIVE SHIFTS IN THE SALES WORLD

Celanese Corp. of America . . .

Peter H. Conze, director of marketing, appointed vice president.

Chart-Pak, Inc. . . .

A. Philip Sherburne named general sales manager. Russell B. Pierce made assistant sales manager and C. William Kallaugher, sales service manager.

Chrysler Corp. . . .

W. Heartsill Wilson appointed assistant general sales manager of the new Plymouth-De Soto-Valiant Division.

Daystrom, Inc. . . .

John J. Cattoline named sales manager, Daystrom Transcoil Division.

Detroit Stamping Co. . . .

George B. Hurlburt joins marine products division as sales manager.

E. I. du Pont de Nemours & Co. . . .

Marshall A. Stephens appointed manager, "Zerone" and "Zerex" anti-freeze sales, Industrial and Bio-chemicals Department, Chemical Products Division.

General Aniline & Film Corp. . . .

Robert E. Brouillard made sales manager, pigments, and H. Alison Webb, sales manager, dyestuffs, Dye-stuff and Chemical Division.

Kaiser Aluminum & Chemical Corp. . . .

Herbert L. Pease appointed sales manager, consumer foil products, Kaiser Aluminum & Chemical Sales, Inc., subsidiary.

Revlon, Inc. . . .

Lester Herzog named general manager, Bressard Tiara Hair Color Products Division.

Riegel Paper Corp. . . .

Norval W. Postweiler made manager, packaging materials sales.

SKF Industries, Inc. . . .

David B. Eden appointed to new position of director, distributor sales.

Standard Oil Co. (Indiana) . . .

Donald A. Monro appointed administrator of Societe Civile Amoco, foreign market planning office, Paris.

The Stanley Works . . .

Nelson B. Sherrill named general sales manager, Stanley Building Specialties Division.

Southern Natural Gas Co. . . .

Marc Baum elected vice president in charge of sales.

The Triumph International Co. . . .

J. Robert Demmel named vice president in charge of sales in the United States.

United States Rubber Co. . . .

Fred R. Piermattei appointed commodity sales manager of the newly formed Royalene Yarn Department.

Waste King Corp. . . .

George H. Childers named general sales manager and John A. Belanger, sales manager, Commercial Cooking Equipment Division, Cribben and Sexton Co., a subsidiary.

Yuba Consolidated Industries, Inc. . . .

Josef H. Buerger, Jr., named vice president and general manager of the new engineering and marketing development center, Palo Alto, Cal.

How to Determine Your Sales Potentials

Scientifically proven forecasting methods which will indicate your actual sales 6 months to 1 year ahead. Allow us to send you, without obligation, our brochure on Sales Forecasting.



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Subsidiary of Industrial Commodity Corporation — 26th Year
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Madeleine Singleton

PRODUCTION MANAGER

Virginia New

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Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., Woodland 2-3612; (space other than publication or broadcasting accounts), M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., DUNKirk 8-6178; or 681 Market St., San Francisco 5, Cal., Exbrook 2-3365.

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Agency: Schuyler Hopper Company

RCA Industrial Electronics Products

Agency: Al Paul Lefton Company Inc.

Rockford Morning Star, Register-Republic ..

Agency: Cummings, Brand & McPherson

Rock Island Argus

Agency: Clem T. Hanson Company

St. Paul Dispatch & Pioneer Press

Agency: E. T. Holmgren Inc.

Sales Meetings

Agency: E. T. Holmgren Inc.

Salt Lake Tribune, Desert News & Telegram ..

Agency: Francom Advertising Inc.

Saturday Evening Post

Agency: Batten, Barton, Durstine & Osborn, Inc.

Seattle Times

Agency: Cole & Weber Inc.

S. K. Smith Company

Agency: Fred Sider Advertising

South Bend Tribune

Agency: Lampert, Fox, Prell & Dolk, Inc.

Successful Farming

Agency: L. E. McGivens & Company, Inc.

Sweet's Catalog Service

Agency: Miller, Jordan & Harlick

Syracuse Newspapers

Agency: Doug Johnson Associates, Inc.

TV-Guide

Agency: Gray & Rogers Advertising

Thomas Register

Agency: W. H. Hudson Advertising

Together

Agency: Harry Sturges & Associates

Time

Agency: Young & Rubicam, Inc.

Troy Record Newspapers

Agency: Young & Rubicam, Inc.

United Air Lines

Agency: N. W. Ayer & Son Inc.

WGN (Chicago)

Agency: Foote, Cone & Belding

WHO (Des Moines)

Agency: Doe-Anderson Advertising Agency Inc.

WJR (Detroit)

Agency: Campbell-Ewald Company

WRCA-TV

Agency: Gray Advertising Agency

Western Union Telegraph Company

Agency: Benton & Bowles

Wheaton Van Lines

Agency: Poorman, Butler & Associates

Wilshire Pen House

Agency: Bartel Advertising Agency

World in Color Productions

Agency: Howell Advertising Agency

TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

Rear Engines

A lot of money will be spent this fall to assert, and deny, the advantages of rear-engine motor cars.

As long as the "pushers" were confined to Volkswagen and some other imports, none of the "pullers" got very excited. But the fact that, as SM noted last April 3 ("Big Three, Offering Smaller Cars, Still Will Stress Bigger Ones"), GM's (and Chevrolet's) forthcoming small car, the Corvair, will mount the engine in the rear, is really stirring up the rivals.

On behalf of its captive (and front-engined) import, the Simca, Chrysler runs large ads in consumer and trade media, offering a booklet on "front-engine advantages." In newspaper advertising George Romney talks about American Motors' tests which proved that "the engine should be up front in a Rambler-size car."

But at least GM, for once, is pioneering.

Two decades ago I remained after a press conference to pull a celebrated leg, privately. GM's Charles F. Kettering had told the group that "the public designs our cars." He had described "Buck" Weaver's multi-million-circulation "booklet" surveys, in which motorists described or drew the improvements they'd like to see made.

I told Boss Ket: "The customers can design or redesign only factors they know. They can't come up with basic changes. Isn't it GM's job to envision and create ahead of the public?"

The tall bald man who had given motor cars the self-starter, Ethyl gasoline and other improvements, grinned—and agreed.

"For instance," I pushed on, "motorists wouldn't tell you that they wanted a rear-engined car."

Again he agreed.

Then I asked: "What—if anything—is GM doing to prove whether they should have rear-engined cars?"

Ket replied that GM then was testing three of them. These cars had been put through their paces over several hundred thousand miles. It was too early yet to tell.

Twenty years too early, in fact.

Sleepers

It may take an insurance company 100 years to wake up, promotionally.

No other industry with so many customers and such a big, broad stake in reputation, spends so little in advertising to strengthen personal selling. Though four of the ten largest American economic enterprises, in assets, are in insurance, only one of them—Prudential—breaks into the list of 100 largest advertisers.

Lately, however, another has started to stir. At a meeting of its 14,000 agents (salesmen) in Madison Square Garden, Equitable Life of the U. S. told about substantial advertising for a centennial year. Part of it involves Equitable's debut in network TV (on NBC), with a one-hour dramatic series on "Our American Heritage."

Other insurance newcomers to network TV this year include Lincoln National Life and the Travelers companies.

Regional

Local media aren't going to sit quietly by and watch magazines go regional—and even local. With MAB currently counting 126 consumer magazines and farm publications that offer "split run and regional advertising," Bureau of Advertising rises to claim that "newspaper advertising provides an 'almost overwhelming' cost advantage" over these slick-paper availabilities.

Advertisers

Support: In a business-publication series Allegheny Ludlum Steel shows "your" A.L. salesman setting forth from a "Sales" door. Behind him also are three other doors—representing 380 men in Research & Development, 200 in Customer Service and 300 in Quality Control. . . . In a pinch it's good to have 880 helpers handy.

Bumps: St. Regis Paper proves the strength of its Multiwall bags by sending them through and under and over all the bumps and grinds of Steeplechase Park in Coney Island. . . . I wonder how the bags did on the BMT subway on the way out?

Media

Soft: Those rugged station-wagon drivers want comfort. Redbook's second annual survey among s-w owners learns that, while two thirds say they sit comfortably, 55.4% still would like their wagon "sprung so it rides as comfortably as a sedan."

Ubiquitous: RAB discovers that nearly 80% of business firms have one or more radio sets for "on-the-job listening"; that employes of two thirds of them bring portable sets to work; and that nearly 30% of trucks are "equipped with a working-order radio set."

Co-op: OAI counts 49 and TvB 370 advertisers now offering co-op in outdoor and television.

R-o-P: BofA, ANA and Four A's will join in a seminar on national newspaper advertising at the Biltmore, New York, Sept. 29. One session will be devoted to r-o-p color.

Promotions: Houston Chronicle issues a Shopping Center Report—for which it charges \$10 a copy. . . . True magazine lines up 712 sporting goods dealers and marinas for an October "Weekend Outing" promotion. . . . Glamour sends to 25,000 retailers an 84-page preview of style ads from its fall issues.

McCall's

35 CENTS

JOAN CRAWFORD: Her fourth marriage—the end, the new future

DEAR ABBY'S "THINGS MY MOTHER NEVER TOLD ME—BLUE-JEAN BIOLOGY"

"DOUBLE WEDDING"—Adela Rogers St. Johns' thrilling story

TO MY ADOPTED CHILD: "I WISH I HADN'T TOLD YOU"

TOO BUSY FOR BACK RUBS—TODAY'S NURSE IS AN EXECUTIVE!

"and everywhere the talk is good"

"McCall's has been touched with what seems to be a minor miracle. Everybody is talking about it and everywhere the talk is good."

Messages from advertisers have been pleasant to receive. They applaud the magazine;

newsstand sellouts; new color costs, based on rate of circulation increase AND NO MORE; and no premium charge for bleed. *McCall's* circulation is highest in its history; 3rd quarter lineage is UP; October, 25 pages over 1958.

COMPARE THESE PER M COSTS:

	PAGE, 4-COLOR	PAGE, 4-COLOR BLEED	PAGE, B & W
McCall's UP 200,000	5.01	5.01	3.80
Ladies' Home Journal UP 200,000	5.56	6.39*	3.97
Good Housekeeping UP 200,000	5.35	5.88**	3.88

Based on Latest Rate Announcements

*25% higher than McCall's

**17% higher than McCall's



**More readers.....more advertising-
THE TRIBUNE GETS 'EM IN CHICAGO!**

The Tribune sells nearly 900,000 copies daily, 1,250,000 on Sundays—over one and a half times the circulation of any other Chicago paper. It is read by more families in Chicago and suburbs than the top 5 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV

show! Advertisers spent over \$60,000,000 in the Tribune last year—more than in all the other Chicago papers put together. Unmatched, also, is the Tribune's record of advertising results. It out-pulls other Chicago papers 3 to one, 4 to one, even 15 to one—evidence of a selling FORCE which is uniquely the Tribune's in Chicago!

